

## Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Two other things:

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

OPM's revised VSIP template addresses safe positions (attached, pg. 2, first paragraph):

*The agency's targeted population chart, "... may include additional categories of employees beyond those whose positions are directly targeted for elimination/restructuring (i.e., positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated.)*

## Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Enjoy the weekend.

Donna



Message

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**From:** Coogan, Daniel [Coogan.Daniel@epa.gov]  
**Sent:** 5/18/2017 10:11:19 PM  
**To:** Lemley, Lauren [Lemley.Lauren@epa.gov]  
**CC:** Hitchens, Lynnann [hitchens.lynnann@epa.gov]  
**Subject:** RE: Workforce Reshaping follow up

Here's our % splits for payroll charging by office:

## Ex. 5 - Deliberative Process

Dan  
Director, Resources, Analysis and Planning Division  
Office of Resources, Operations and Management, OARM  
o: 202-564-1862  
c: 202-355-4943  
SEE – PHS – OARM Budget – RAPD

---

**From:** Hitchens, Lynnann  
**Sent:** Thursday, May 18, 2017 6:07 PM  
**To:** Lemley, Lauren <Lemley.Lauren@epa.gov>  
**Cc:** Coogan, Daniel <Coogan.Daniel@epa.gov>  
**Subject:** FW: Workforce Reshaping follow up

Lauren –

## Ex. 5 - Deliberative Process

Lynnann Hitchens  
Acting Director, Office of Resources, Operations and Management  
Office of Administration and Resources Management  
P: 202-564-3184  
M: 202-617-0738

---

**From:** Showman, John  
**Sent:** Friday, May 12, 2017 4:03 PM  
**To:** Hitchens, Lynnann <hitchens.lynnann@epa.gov>; Lemley, Lauren <Lemley.Lauren@epa.gov>  
**Subject:** Fwd: Workforce Reshaping follow up

Sent from my iPhone

Begin forwarded message:

**From:** "Vizian, Donna" <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>  
**Date:** May 12, 2017 at 3:56:53 PM EDT  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>, 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** "Hart, Debbi" <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>, "Parker, Gary" <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>, "Hunt, Loretta" <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>, "Gray, Linda" <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>, "Carpenter, Wesley" <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>, DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>, DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>, ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>  
**Subject:** Workforce Reshaping follow up

Hi Everyone,

## Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Two other things: **Ex. 5 - Deliberative Process**

Ex. 5 - Deliberative Process

OPM's revised VSIP template addresses safe positions (attached, pg. 2, first paragraph):

*The agency's targeted population chart, "... may include additional categories of employees beyond those whose positions are directly targeted for elimination/restructuring (i.e., positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated.)*

## Ex. 5 - Deliberative Process



## **Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

Enjoy the weekend.

Donna

Message

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**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 6/16/2017 3:50:20 PM  
**To:** Schulman, Marvin [Schulman.Marvin@epa.gov]; McNeal, Detha [McNeal.Detha@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: EPA Workforce Reshaping Information

This is all I have for R3—I don't have the chart back from Kate in my inbox or folder. Can someone reach out to her ASAP?

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

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**From:** Hart, Debbi  
**Sent:** Thursday, May 25, 2017 9:41 AM  
**To:** McManus, Catharine <[mcmanus.catharine@epa.gov](mailto:mcmanus.catharine@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>; Loretta Hunt <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>  
**Subject:** RE: EPA Workforce Reshaping Information

Kate-

Thanks very much for your submittal-- we will update our Themes sheet accordingly. Can you please send us your current organizational chart? We've begun our reviews and will definitely let you know if we have any questions. Thanks again. Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

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**From:** McManus, Catharine  
**Sent:** Wednesday, May 24, 2017 4:51 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>  
**Subject:** RE: EPA Workforce Reshaping Information

Debbi-

Attached is Region III's submission. We have not included organizational charts because we are not proposing to reorganize. I have included an updated Themes spreadsheet which reflects a change requested by Senior leadership. Please let me know if you have any questions or need further information. Thanks. Kate

**From:** Hart, Debbi  
**Sent:** Tuesday, May 23, 2017 4:45 PM  
**To:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>  
**Cc:** Hitchens, Lynnann <[hitchens.lynnann@epa.gov](mailto:hitchens.lynnann@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>; Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

- 1.
2. **Ex. 5 - Deliberative Process**
- 3.

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

List of Attachments

- 1.
2. **Ex. 5 - Deliberative Process**
- 3.

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, no later than May 24, 2017.

- 1.
- 2.
- 3.

## Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

### List of Attachments

- 1.
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- 4.
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## Ex. 5 - Deliberative Process

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Fri 6/16/2017 3:12:55 PM  
**Subject:** RE: For your reading pleasure...

So as I understand it, involuntary separation is an adverse action that is costly (severance pay). If the employee does not take the buyout OCFO will need to proceed with the adverse action. V/V business case are required to discuss any adverse actions that may occur in absence of the authority.

Changed to:

## Ex. 5 - Deliberative Process

Makes sense?

**From:** Vizian, Donna  
**Sent:** Thursday, June 15, 2017 3:38 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** RE: For your reading pleasure...

I think Loretta did fine cutting it down. I do have one question – see yellow below.

## Ex. 5 - Deliberative Process

**From:** Hart, Debbi  
**Sent:** Thursday, June 15, 2017 2:58 PM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>  
**Subject:** For your reading pleasure...

OCFO's streamlined business case.

## V. Office of the Chief Financial Officer

Information Required for VERA and VSIP Requests

### **Ex. 5 - Deliberative Process**

# **Ex. 5 - Deliberative Process**

VSIP-Specific Information

## **Ex. 5 - Deliberative Process**



# Ex. 5 - Deliberative Process

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

Message

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**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/8/2017 1:01:39 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: EPA Workforce Reshaping Information  
**Attachments:** OLEM NPM final proposal.docx

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

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**From:** Smith, Susan  
**Sent:** Monday, May 08, 2017 8:17 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Vizian, Donna <Vizian.Donna@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Simon, Nigel <Simon.Nigel@epa.gov>; Nicholas, David <Nicholas.David@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Good morning!!

Welcome back Debbie!

**Ex. 5 - Deliberative Process**

Ex. 5 - Deliberative Process Give us a call if you have questions!

Susan C Smith  
202-564-6656 (w)  
202-834-8239 (w cell)

---

**From:** Smith, Susan  
**Sent:** Friday, May 5, 2017 1:46 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Vizian, Donna <Vizian.Donna@epa.gov>; Breen, Barry <Breen.Barry@epa.gov>; Simon, Nigel <Simon.Nigel@epa.gov>; Nicholas, David <Nicholas.David@epa.gov>  
**Subject:** FW: EPA Workforce Reshaping Information

Dear Debbi –

Per Donna's email below, attached is our initial workforce reshaping proposal as a result of our discussions with the NPMs. Please feel free to contact me at 202-564-6656 or Nigel Simon at 202-564-6629 if you have questions or need additional information. Thanks!

*Susan*

Susan Smith, Director  
Organizational Management and Integrity Staff  
Office of Land and Emergency Management/U.S. EPA

1301 Constitution Ave., NW, Washington, DC 20460  
4139 WJC West/MC: 5101T

202-564-6656 (office)  
202-834-8239 (cell)  
202-566-6324 (fax)

Follow [OLEM](#) on Twitter [@EPALand](#)

Begin forwarded message:

**From:** "Vizian, Donna" <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>  
**To:** "2017HQfirstassistants" <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>, "2017Regionfirstassistants" <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** "DAA-Career" <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>, "DRA" <[DRA@epa.gov](mailto:DRA@epa.gov)>, "ARA" <[ARA@epa.gov](mailto:ARA@epa.gov)>, "Gray, Linda" <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>, "Hart, Debbi" <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

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- 1.
- 2.
- 3.

## Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

### List of Attachments

1. Ex. 5 - Deliberative Process

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## **Ex. 5 - Deliberative Process**

- 6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Schulman, Marvin  
**Sent:** Wed 4/26/2017 7:09:04 PM  
**Subject:** RE: EPA Workforce Reshaping Information

Question – I was looking over the data and noticed that we're including

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Relative to VSIP, I doubt many of them would meet this criteria:

*2. Be currently employed by the Executive Branch of the Federal Government for a continuous period of at least 3 years;*

Relative to VERA, I doubt many of them would meet this criteria, either

(1) Meet the VERA minimum age and service requirements (i.e., the employee has completed at least 20 years of creditable service and is at least age 50, or has completed at least 25 years of creditable service regardless of age);

...That's a LONG TIME to be a student!

## **Ex. 5 - Deliberative Process**

(gonna dive a little deeper and look at their EOD/SCD dates and see what other info I come up with)

...Thought you'd want to know

me

**From:** Hunt, Loretta  
**Sent:** Wednesday, April 26, 2017 11:03 AM

**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Hampton, Torrey <hampton.torrey@epa.gov>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

For your eyes only, do not forward or share. Thanks.

Loretta L. Hunt

Branch Chief

Policy and Accountability Branch

Policy, Planning and Training Division

Office of Human Resources

U.S. EPA

Phone: (202) 564-6963

Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:02 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

I had to tweak the guiding questions document. We can talk tomorrow.

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>

**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

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1. 

<b>Ex. 5 - Deliberative Process</b>
<b>Ex. 5 - Deliberative Process</b>
2. 

<b>Ex. 5 - Deliberative Process</b>
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3. 

<b>Ex. 5 - Deliberative Process</b>
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Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,

Donna

List of Attachments

1. **Ex. 5 - Deliberative Process**

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**Ex. 5 - Deliberative Process**

4. **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

5. **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

-



Message

**From:** Schulman, Marvin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=AA18A576D784460682180EBD5703E2E9-MSCHUL02]  
**Sent:** 6/1/2017 7:41:10 PM  
**To:** McManus, Catharine [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=9d16ce1d989348408f96ce352a209d2d-McManus, Ca]  
**CC:** Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]; McNeal, Detha [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=4d0dc863ab214bd09b9126ef35d16f07-McNeal, Det]; Burrows, Eileen [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=115381b902df44a1a3b7ba5bff2c0cff-Burrows, Eileen]  
**Subject:** RE: EPA Workforce Reshaping Information

Hi Cathy –

Please see my responses in blue, below

marvin

---

**From:** McManus, Catharine  
**Sent:** Thursday, June 01, 2017 1:35 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Burrows, Eileen <BURROWS.EILEEN@EPA.GOV>  
**Subject:** RE: EPA Workforce Reshaping Information

Thanks Marvin, Ex. 5 - Deliberative Process have fixed it as noted below and attached the corrected spreadsheet. Will wait for your direction before I revise the business case.  
Thank you. Kate

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**From:** Schulman, Marvin  
**Sent:** Thursday, June 01, 2017 1:06 PM  
**To:** McManus, Catharine <mcmanus.catharine@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Hi Cathy

I've had a chance to look over Region 3's V/V package and have the following comments to offer:

Business case

# Ex. 5 - Deliberative Process

Budget information

# Ex. 5 - Deliberative Process

Assumptions

## Ex. 5 - Deliberative Process

Please let me know if you have any follow up questions or concerns

THANK YOU!

Marvin  
X7778

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**From:** Hunt, Loretta  
**Sent:** Thursday, June 01, 2017 11:50 AM  
**To:** Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Kuhns, Jason <[Kuhns.Jason@epa.gov](mailto:Kuhns.Jason@epa.gov)>  
**Cc:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>; McNeal, Detha <[McNeal.Detha@epa.gov](mailto:McNeal.Detha@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information

FYI

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

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**From:** McManus, Catharine  
**Sent:** Wednesday, May 31, 2017 3:26 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Burrows, Eileen <[BURROWS.EILEEN@EPA.GOV](mailto:BURROWS.EILEEN@EPA.GOV)>  
**Subject:** FW: EPA Workforce Reshaping Information

Debbi-

Given guidance that we received today,

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process There is no change to the VERA/VSIP Themes spreadsheet. I have attached the updated files.  
Kate

From: McManus, Catharine

Sent: Wednesday, May 24, 2017 4:51 PM

To: Hart, Debbi <Hart.Debbi@epa.gov>

Cc: Esher, Diana <Esher.Diana@epa.gov>; Krakowiak, John <Krakowiak.John@epa.gov>

Subject: RE: EPA Workforce Reshaping Information

Debbi-

Attached is Region III's submission. We have not included organizational charts because we are not proposing to reorganize. I have included an updated Themes spreadsheet which reflects a change requested by Senior leadership. Please let me know if you have any questions or need further information. Thanks. Kate

From: Hart, Debbi

Sent: Tuesday, May 23, 2017 4:45 PM

To: OHR PMOs <OHR\_PMOs@epa.gov>; RHRO <RHRO@epa.gov>

Cc: Hitchens, Lynnann <hitchens.lynnann@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Showman, John <Showman.John@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>

Subject: FW: EPA Workforce Reshaping Information

Importance: High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, no later than May 24, 2017.

# Ex. 5 - Deliberative Process

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

## List of Attachments

# Ex. 5 - Deliberative Process

Debbi Hart

Director

Policy, Planning & Training Division

OHR, OARM

USEPA

202.564.2011  
hart.debbi@epa.gov

\*\*\*\*\*

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

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- 1.
  - 2.
  - 3.
- ## Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

### List of Attachments

- 1.
  - 2.
  - 3.
  - 4.
- ## Ex. 5 - Deliberative Process

5.

## **Ex. 5 - Deliberative Process**

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Schulman, Marvin  
**Sent:** Tue 6/6/2017 10:43:35 PM  
**Subject:** RE: Decision on including SES in the V/V

## Deliberative Process / Ex. 5

**From:** Hunt, Loretta  
**Sent:** Tuesday, June 06, 2017 6:40 PM  
**To:** McNeal, Detha <McNeal.Detha@epa.gov>; Schulman, Marvin  
<Schulman.Marvin@epa.gov>  
**Subject:** FW: Decision on including SES in the V/V

FYI

Loretta L. Hunt

Branch Chief

Policy and Accountability Branch

Policy, Planning and Training Division

Office of Human Resources

U.S. EPA

Phone: (202) 564-6963

Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

**From:** Vizian, Donna  
**Sent:** Tuesday, June 06, 2017 6:36 PM  
**To:** Robbins, Chris <[Robbins.Chris@epa.gov](mailto:Robbins.Chris@epa.gov)>; Kavlock, Robert <[Kavlock.Robert@epa.gov](mailto:Kavlock.Robert@epa.gov)>;  
Simon, Nigel <[Simon.Nigel@epa.gov](mailto:Simon.Nigel@epa.gov)>; Breen, Barry <[Breen.Barry@epa.gov](mailto:Breen.Barry@epa.gov)>  
**Cc:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Gray, Linda  
<[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Showman, John  
<[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>  
**Subject:** Decision on including SES in the V/V

Hi – I am sending to a small group

**Deliberative Process / Ex. 5**

**Deliberative Process / Ex. 5**

**Deliberative Process / Ex. 5**

Please let me know if

you have any questions.

Thanks

Donna

**To:** Willig, Jeanine[willig.jeanine@epa.gov]; Kuhns, Jason[Kuhns.Jason@epa.gov]  
**Cc:** Hunt, Loretta[Hunt.Loretta@epa.gov]; Parker, Gary[parker.gary@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Wed 5/24/2017 6:24:37 PM  
**Subject:** FW: V-V Themes/Appropriations Spreadsheet Updated 5/23 to Include the Two GS-905 Offers  
Region 2's V-V Themes-Appropriations Spreadsheet.xlsx

Please update spreadsheet... FYI—we expect at least three more updates so let's keep this chart current and plan to get an update up the chain by the end of the week.

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Manna, Richard  
**Sent:** Wednesday, May 24, 2017 7:42 AM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Pace, Donald <Pace.Donald@epa.gov>  
**Subject:** V-V Themes/Appropriations Spreadsheet Updated 5/23 to Include the Two GS-905 Offers

Good Morning!!

Attached please find our updated spreadsheet which includes two attorney positions which were not a part of our submission of last week.

**Deliberative Process / Ex. 5**

**Deliberative Process / Ex. 5**

Please let Don or I know if you have questions.



Rich

Message

**From:** Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]  
**Sent:** 5/25/2017 1:41:05 PM  
**To:** McManus, Catharine [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=9d16ce1d989348408f96ce352a209d2d-McManus, Ca]  
**CC:** Esher, Diana [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=44bd082a59cd44ffa0d5b1c054a3e996-Deshier]; Krakowiak, John [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1220e9ea4e9940b1bb60b9d9cf59a0fe-Krakowiak, John]; Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]; Parker, Gary [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a0226ee6f55c46489eb88250306b6a25-Parker, Gar]  
**Subject:** RE: EPA Workforce Reshaping Information

Kate-

Thanks very much for your submittal-- we will update our Themes sheet accordingly. Can you please send us your current organizational chart? We've begun our reviews and will definitely let you know if we have any questions. Thanks again. Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** McManus, Catharine  
**Sent:** Wednesday, May 24, 2017 4:51 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>  
**Subject:** RE: EPA Workforce Reshaping Information

Debbi-

Attached is Region III's submission. We have not included organizational charts because we are not proposing to

**Ex. 5 - Deliberative Process**

Please let me know if you have any questions or need further information. Thanks. Kate

---

**From:** Hart, Debbi  
**Sent:** Tuesday, May 23, 2017 4:45 PM  
**To:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>  
**Cc:** Hitchens, Lynnann <[hitchens.lynnann@epa.gov](mailto:hitchens.lynnann@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Showman, John <[Showman.John@epa.gov](mailto>Showman.John@epa.gov)>; Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

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## Ex. 5 - Deliberative Process

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### List of Attachments

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## Ex. 5 - Deliberative Process

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

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## Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

### List of Attachments

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

## Ex. 5 - Deliberative Process

VERA and VSIP Guides from OPM – provide additional details on the two authorities.

Message

---

**From:** Hampton, Torrey [hampton.torrey@epa.gov]  
**Sent:** 4/26/2017 3:04:02 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]; Schulman, Marvin [Schulman.Marvin@epa.gov]; McNeal, Detha [McNeal.Detha@epa.gov]  
**Subject:** RE: EPA Workforce Reshaping Information

Thank you will definitely keep this under wraps.

*Mr. Torrey M. Hampton*

Human Resources Specialist (Policy)  
Policy and Accountability Branch  
Office of Human Resources  
U.S. Environmental Protection Agency  
Phone: (202) 564-9648  
Email: [Hampton.Torrey@epa.gov](mailto:Hampton.Torrey@epa.gov)



---

**From:** Hunt, Loretta  
**Sent:** Wednesday, April 26, 2017 11:03 AM  
**To:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>; McNeal, Detha <[McNeal.Detha@epa.gov](mailto:McNeal.Detha@epa.gov)>; Hampton, Torrey <[hampton.torrey@epa.gov](mailto:hampton.torrey@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

For your eyes only, do not forward or share. Thanks.

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:02 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

**Ex. 5 - Deliberative Process**

We can talk tomorrow.

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
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- 2.
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Best,  
Donna

### List of Attachments

- 1.
- 2.
- 3.
- 4.
- 5.

## Ex. 5 - Deliberative Process

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

Message

**From:** McManus, Catharine [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=9D16CE1D989348408F96CE352A209D2D-MCMANUS, CA]  
**Sent:** 6/1/2017 5:34:33 PM  
**To:** Schulman, Marvin [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=aa18a576d784460682180ebd5703e2e9-MSchul02]  
**CC:** Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]; McNeal, Detha [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=4d0dc863ab214bd09b9126ef35d16f07-McNeal, Det]; Burrows, Eileen [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=115381b902df44a1a3b7ba5bff2c0cff-Burrows, Eileen]  
**Subject:** RE: EPA Workforce Reshaping Information  
**Attachments:** Copy of R3 **Deliberative Process / Ex. 5** revised 6.1.17.xlsx

Thanks Marvin. Sorry when I revised the spreadsheet to remove the SES positions, it created an error. I have fixed it as noted below and attached the corrected spreadsheet. Will wait for your direction before I revise the business case.  
Thank you. Kate

---

**From:** Schulman, Marvin  
**Sent:** Thursday, June 01, 2017 1:06 PM  
**To:** McManus, Catharine <mcmanus.catharine@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Hi Cathy

Ive had a chance to look over Region 3's V/V package and have the following comments to offer:

Business case

## Ex. 5 - Deliberative Process

Budget information

## Ex. 5 - Deliberative Process

Assumptions

## Ex. 5 - Deliberative Process

Please let me know if you have any follow up questions or concerns

THANK YOU!

Marvin  
X7778

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**From:** Hunt, Loretta  
**Sent:** Thursday, June 01, 2017 11:50 AM  
**To:** Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Kuhns, Jason <[Kuhns.Jason@epa.gov](mailto:Kuhns.Jason@epa.gov)>  
**Cc:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>; McNeal, Detha <[McNeal.Detha@epa.gov](mailto:McNeal.Detha@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information

FYI

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** McManus, Catharine  
**Sent:** Wednesday, May 31, 2017 3:26 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Burrows, Eileen <[BURROWS.EILEEN@EPA.GOV](mailto:BURROWS.EILEEN@EPA.GOV)>  
**Subject:** FW: EPA Workforce Reshaping Information

Debbi-

## Deliberative Process / Ex. 5

Kate

---

**From:** McManus, Catharine  
**Sent:** Wednesday, May 24, 2017 4:51 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>  
**Subject:** RE: EPA Workforce Reshaping Information

Debbi-

Attached is Region III's submission.

Deliberative Process / Ex. 5

### Ex. 5 - Deliberative Process

Please let me know if you have any questions or need further information. Thanks. Kate

---

**From:** Hart, Debbi  
**Sent:** Tuesday, May 23, 2017 4:45 PM  
**To:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>  
**Cc:** Hitchens, Lynnann <[hitchens.lynnann@epa.gov](mailto:hitchens.lynnann@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>; Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>



**Subject:** FW: EPA Workforce Reshaping Information

**Importance:** High

All-

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Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

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## Deliberative Process / Ex. 5

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Best,  
Donna

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## Deliberative Process / Ex. 5

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

Message

**From:** Schulman, Marvin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=AA18A576D784460682180EBD5703E2E9-MSCHUL02]  
**Sent:** 6/6/2017 10:37:03 PM  
**To:** Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]  
**Subject:** RE: OGC VERA/VSIP Business Case -- Due to OARM/OHR Today, June 6, 2017

Loretta -

I looked at the OGC document and noticed that it includes no budget data in the second table...Do we need to reach out to OGC to get that info?

Marvin

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**From:** Hunt, Loretta  
**Sent:** Tuesday, June 06, 2017 5:45 PM  
**To:** Parker, Gary <parker.gary@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>  
**Subject:** FW: OGC VERA/VSIP Business Case -- Due to OARM/OHR Today, June 6, 2017  
**Importance:** High

FYI

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** Martinez, Gwendolyn  
**Sent:** Tuesday, June 06, 2017 5:35 PM  
**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Minoli, Kevin <[Minoli.Kevin@epa.gov](mailto:Minoli.Kevin@epa.gov)>; Packard, Elise <[Packard.Elise@epa.gov](mailto:Packard.Elise@epa.gov)>; Lattimore, Kraig <[lattimore.kraig@epa.gov](mailto:lattimore.kraig@epa.gov)>; Lee, Terry <[lee.terry@epa.gov](mailto:lee.terry@epa.gov)>  
**Subject:** OGC VERA/VSIP Business Case -- Due to OARM/OHR Today, June 6, 2017  
**Importance:** High

Hello Loretta and Debbi.

Attached are the OGC Senior Management approved VERA/VSIP business case write-up and supporting documentation in support of OGC's targeted positions for retirement, restructuring and/or elimination.

Please let me know if you require additional information or clarification.

Thank you.

Gwen  
Gwen Martinez  
RMO HR Team Lead  
Office of General Counsel

U.S. Environmental Protection Agency

[martinez.gwendolyn@epa.gov](mailto:martinez.gwendolyn@epa.gov)

202-564-1644 office

Ex. 6 - Personal Privacy

mobile

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/25/2017 1:34:29 PM  
**To:** Parker, Gary [parker.gary@epa.gov]; Kuhns, Jason [Kuhns.Jason@epa.gov]; Willig, Jeanine [willig.jeanine@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Region 1 VERA VSIP Proposal Summary, Spreadsheet of Targeted Positions, and Org Chart  
**Attachments:** Region 1 Org Chart 5-24-17.pptx; Region 1 **Deliberative Process / Ex. 5** 5-23-17.xlsx; R1 V-V Business Case 5-24-17.docx

#9

---

**From:** Shanahan, Katherine  
**Sent:** Wednesday, May 24, 2017 4:22 PM  
**To:** Hunt, Loretta <Hunt.Loretta@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** Region 1 VERA VSIP Proposal Summary, Spreadsheet of Targeted Positions, and Org Chart

Good Afternoon Loretta and Debbi

Attached please find the VERA/VSIP proposal from Region 1. Please let us know if you have any questions.

Kathie

Katherine Shanahan  
Human Resource Manager  
EPA New England Region 1  
617-918-1619

Message

**From:** Schulman, Marvin [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=AA18A576D784460682180EBD5703E2E9-MSCHUL02]  
**Sent:** 6/1/2017 5:06:00 PM  
**To:** McManus, Catharine [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=9d16ce1d989348408f96ce352a209d2d-McManus, Ca]  
**CC:** Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]; McNeal, Detha [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=4d0dc863ab214bd09b9126ef35d16f07-McNeal, Det]  
**Subject:** RE: EPA Workforce Reshaping Information

Hi Cathy

Ive had a chance to look over Region 3's V/V package and have the following comments to offer:

Business case

## Ex. 5 - Deliberative Process

Budget information

## Ex. 5 - Deliberative Process

Assumptions

## Ex. 5 - Deliberative Process

Please let me know if you have any follow up questions or concerns

THANK YOU!

Marvin  
X7778

---

**From:** Hunt, Loretta  
**Sent:** Thursday, June 01, 2017 11:50 AM  
**To:** Parker, Gary <parker.gary@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>  
**Cc:** Schulman, Marvin <Schulman.Marvin@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>  
**Subject:** FW: EPA Workforce Reshaping Information

FYI

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA

Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** McManus, Catharine  
**Sent:** Wednesday, May 31, 2017 3:26 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Burrows, Eileen <[BURROWS.EILEEN@EPA.GOV](mailto:BURROWS.EILEEN@EPA.GOV)>  
**Subject:** FW: EPA Workforce Reshaping Information

Debbi-

Given guidance that we received today, we would like to update our business case and targeted positions to remove SES from the VERA/VSIP list. There is no change to the VERA/VSIP Themes spreadsheet. I have attached the updated files.  
Kate

---

**From:** McManus, Catharine  
**Sent:** Wednesday, May 24, 2017 4:51 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>  
**Subject:** RE: EPA Workforce Reshaping Information

Debbi-

## Ex. 5 - Deliberative Process

Please let me know if you have any questions or need further information. Thanks. Kate

---

**From:** Hart, Debbi  
**Sent:** Tuesday, May 23, 2017 4:45 PM  
**To:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>  
**Cc:** Hitchens, Lynnann <[hitchens.lynnann@epa.gov](mailto:hitchens.lynnann@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>; Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

- 1.
- 2.
- 3.

## Deliberative Process / Ex. 5

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

List of Attachments

- 1.
- 2.
- 3.

# Deliberative Process / Ex. 5

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

# Deliberative Process / Ex. 5

Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017**.

- 1.
- 2.
- 3.

# Deliberative Process / Ex. 5

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,



List of Attachments

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

# Deliberative Process / Ex. 5

VERA and VSIP Guides from OPM – provide additional details on the two authorities.

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** McNeal, Detha  
**Sent:** Wed 4/26/2017 1:51:43 PM  
**Subject:** RE: VERA/VSIP Project

Should I use this number? I don't see one in the invite?

Conf. # Deliberative Process / Ex. 5

Code # Deliberative Process / Ex. 5

-----Original Appointment-----

**From:** Hunt, Loretta

**Sent:** Thursday, April 20, 2017 6:07 PM

**To:** Hunt, Loretta; Hampton, Torrey; McNeal, Detha; Jones, Gladys; Schulman, Marvin

**Subject:** VERA/VSIP Project

**When:** Wednesday, April 26, 2017 10:00 AM-10:30 AM (UTC-05:00) Eastern Time (US & Canada).

**Where:** WJC East 1422

Please review the guides and video prior to the meeting. Thanks.

<https://www.youtube.com/watch?v=TFH3OrQCvwk>

Message

**From:** Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]  
**Sent:** 5/9/2017 7:26:59 PM  
**To:** Smith, Susan [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c1a62ca9f6e24d83a94288b6b2d2f7a0-SCSmith]  
**CC:** Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]  
**Subject:** RE: Answers to ARA & HR Community V-V Questions

Hello Susan!

To answer your question, yes. The more specificity the better as it will minimize clarifying questions from us or OPM/OMB later. Thursday is a better day for me to discuss your additional questions. I would include Loretta too on the invite as she is the real V/V subject matter expert! Thank-- look forward to chatting. Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Smith, Susan  
**Sent:** Tuesday, May 09, 2017 8:31 AM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** FW: Answers to ARA & HR Community V-V Questions

Dear Debbi –

This is great, thanks! Another question, on the chart it only specifies by office, location, series and grade. Deliberative Process / Ex. 5

## Ex. 5 - Deliberative Process

**Ex. 5 - Deliberative Process**

Would you and Loretta have some time to meet with me on Wednesday or Thursday morning?? THANKS!!

Susan

**From:** Carpenter, Wesley  
**Sent:** Monday, May 8, 2017 3:01 PM  
**To:** ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>  
**Cc:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** Answers to ARA & HR Community V-V Questions

ARAs:

This is a follow-up to answer some V-V questions the HR Community and you posed to OARM recently, which are provided below.

1. Question: **Deliberative Process / Ex. 5**

Answer: **Deliberative Process / Ex. 5**  
**Deliberative Process / Ex. 5**

2. Question: **Deliberative Process / Ex. 5**  
**Deliberative Process / Ex. 5**

Answer: **Deliberative Process / Ex. 5**  
**Deliberative Process / Ex. 5**

3. Question: **Deliberative Process / Ex. 5**

Answer: **Deliberative Process / Ex. 5**

# Deliberative Process / Ex. 5

Please contact Debbi Hart or Loretta Hunt if you have any other V-V questions. Thanks.

Wesley J. Carpenter  
Deputy Director, EPA's Office of Human Resources  
Tel. No.: 202-564-2019  
Cell Phone: **Ex. 6 - Personal Privacy**  
E-mail: [carpenter.wesley@epa.gov](mailto:carpenter.wesley@epa.gov)

Message

**From:** McNeal, Detha [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=4D0DC863AB214BD09B9126EF35D16F07-MCNEAL, DET]  
**Sent:** 6/6/2017 2:24:27 PM  
**To:** Breneman, Sara [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=abec1970102a45cfb6b842503a9fae06-SBrenema]  
**CC:** Sanders, Amy [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c8c3424e1c874447aa2629c6ebed66f3-ASande02]; Parker, Gary [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a0226ee6f55c46489eb88250306b6a25-Parker, Gar]; Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]  
**Subject:** RE: Region 5 VERA/VSIP input

Thanks Sara.

---

**From:** Breneman, Sara  
**Sent:** Tuesday, May 30, 2017 11:19 AM  
**To:** Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Cc:** McNeal, Detha <McNeal.Detha@epa.gov>; Sanders, Amy <Sanders.Amy@epa.gov>; Parker, Gary <parker.gary@epa.gov>  
**Subject:** RE: Region 5 VERA/VSIP input

Linda,

Yes, the [REDACTED] as it is very small. Please see the attached.

**Ex. 5 - Deliberative Process**

Thanks,  
Sara

---

**From:** Hunt, Loretta  
**Sent:** Tuesday, May 30, 2017 9:59 AM  
**To:** Breneman, Sara <breneman.sara@epa.gov>  
**Cc:** McNeal, Detha <McNeal.Detha@epa.gov>; Sanders, Amy <Sanders.Amy@epa.gov>; Parker, Gary <parker.gary@epa.gov>  
**Subject:** FW: Region 5 VERA/VSIP input

Sara,

The business case looks sound, [REDACTED]

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Thanks.

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** Hart, Debbi  
**Sent:** Wednesday, May 24, 2017 3:29 PM  
**To:** Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Willig, Jeanine <[willig.jeanine@epa.gov](mailto:willig.jeanine@epa.gov)>; Kuhns, Jason <[Kuhns.Jason@epa.gov](mailto:Kuhns.Jason@epa.gov)>  
**Subject:** FW: Region 5 VERA/VSIP input

R5 for five.

---

**From:** Sanders, Amy  
**Sent:** Wednesday, May 24, 2017 2:55 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Breneman, Sara <[breneman.sara@epa.gov](mailto:breneman.sara@epa.gov)>  
**Subject:** Region 5 VERA/VSIP input

Debbi,

Please find attached R5's VERA/VSIP input.

Deliberative Process / Ex. 5

## Ex. 5 - Deliberative Process

Deliberative Process / Ex. 5

Please contact Sara Breneman with any questions/edits at 312-886-0243 or [breneman.sara@epa.gov](mailto:breneman.sara@epa.gov).

Thanks,

Amy Sanders  
Acting, Assistant Regional Administrator  
U.S. EPA, Region 5  
Resources Management Division  
77 W Jackson Blvd  
Chicago, IL 60604  
Email: [sanders.amy@epa.gov](mailto:sanders.amy@epa.gov)  
Office: (312) 353-9196  
Office Fax: (312) 353-1517

---

**From:** Hart, Debbi  
**Sent:** Tuesday, May 23, 2017 3:45 PM  
**To:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>  
**Cc:** Hitchens, Lynnnann <[hitchens.lynnann@epa.gov](mailto:hitchens.lynnann@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Showman, John <[Showman.John@epa.gov](mailto>Showman.John@epa.gov)>; Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

1.

## Deliberative Process / Ex. 5

2.  
3.

# Deliberative Process / Ex. 5

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

## List of Attachments

1.  
2.  
3.

# Deliberative Process / Ex. 5

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

# Deliberative Process / Ex. 5

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- 1.
- 2.
- 3.

# Deliberative Process / Ex. 5

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

## List of Attachments

- 1.
- 2.
- 3.
- 4.
- 5.

# Deliberative Process / Ex. 5

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.



Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/9/2017 6:53:56 PM  
**To:** Amorosi, Joanne [Amorosi.Joanne@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** VERA/VSIP FAQs??--

Any chance you have a final, complete version at your fingertips? (You are the FAQ queen you know...☺) We are trying to build up an updated V/V website or Sharepoint site.

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Parker, Gary  
**Sent:** Thur 7/27/2017 2:53:50 PM  
**Subject:** RE: Today's V/V

Any word from OCFO on the previous email thread? I assume that will come up on the call. Do you have specifics on that for me to convey?

Mr. Gary Parker

Branch Chief, Workforce Planning

USEPA/OARM/OHR

(O) 202-564-7421

(M) 202-253-7099

**From:** Hunt, Loretta  
**Sent:** Thursday, July 27, 2017 10:27 AM  
**To:** Parker, Gary <parker.gary@epa.gov>  
**Subject:** Today's V/V

Conf. code leader PIN is  Thanks.

Loretta L. Hunt

Branch Chief

Policy and Accountability Branch

Policy, Planning and Training Division

Office of Human Resources

U.S. EPA

Phone: (202) 564-6963

Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)



Message

**From:** Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]  
**Sent:** 5/25/2017 1:31:20 PM  
**To:** Parker, Gary [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a0226ee6f55c46489eb88250306b6a25-Parker, Gar]; Kuhns, Jason [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=20a25a71237f4be3aeecae716151f37-Kuhns, Jason]; Willig, Jeanine [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c74f260ba4ae4c21b19cd941dd18e7ca-Willig, Jea]; Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]  
**Subject:** FW: OECA's VERA/VSIP materials  
**Attachments:** Office of Enforcement and Compliance Assurance org chart.pptx; V-V Business Case OECA May 2017.docx; ALL LOCATIONS Ex. 6 - Personal Privacy VERA AND VSIP ALL no Cls.xlsx

Big 8!

---

**From:** Badalamente, Mark  
**Sent:** Wednesday, May 24, 2017 4:14 PM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Milton, Laura <Milton.Laura@epa.gov>  
**Subject:** OECA's VERA/VSIP materials

Donna and Debbi –

Attached are OECA's materials to support our VERA/VSIP proposal. I also want to thank Debbi and Loretta Hunt for their great assistance (and patience) in entertaining our many questions and offering their sound guidance.

I also want to reiterate the request I made at the last DAA brownbag that either the First Assistants or the Acting DAAs/DRAs be given an opportunity to review the submissions (including the proposed justifications) as a group to spot any cross-office issues or potential problems.

Thanks, again!

\*\*\*\*\*

Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: Ex. 6 - Personal Privacy

Message

---

**From:** Vizian, Donna [Vizian.Donna@epa.gov]  
**Sent:** 5/5/2017 6:58:06 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: OECA's VERA/VSIP one page business case  
**Attachments:** OECA VERA VSIP one page business case 5-5-17.docx

**Importance:** High

---

**From:** Badalamente, Mark  
**Sent:** Friday, May 05, 2017 1:49 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>  
**Cc:** Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Milton, Laura <Milton.Laura@epa.gov>; Chu, Ed <Chu.Ed@epa.gov>  
**Subject:** OECA's VERA/VSIP one page business case  
**Importance:** High

Donna and Debi –

Attached is OECA's one page VERA/VSIP one page business case narrative. We've developed this in consultation with OECA's senior managers and our lead region. Let me know if you have questions or needs anything else.

\*\*\*\*\*

Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673  
Mobile: 202-329-0763

Message

**From:** Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]  
**Sent:** 5/9/2017 6:27:42 PM  
**To:** Parker, Gary [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=a0226ee6f55c46489eb88250306b6a25-Parker, Gar]; Willig, Jeanine [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=c74f260ba4ae4c21b19cd941dd18e7ca-Willig, Jea]; Kuhns, Jason [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=20a25a71237f4be3aeecae716151f37-Kuhns, Jason]  
**CC:** Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]  
**Subject:** Safe positions defined

1. Question: **Ex. 6 - Personal Privacy**

Answer: **Ex. 6 - Personal Privacy**

# Ex. 6 - Personal Privacy

## Ex. 5 - Deliberative Process

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 4/25/2017 4:50:45 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: OARM and OHR info  
**Attachments:** OARM.OHR Eligibility 4.25.17.xlsx

FYI—data cuts OARM/OHR are requesting. Wes/Linda may want to meet with us to discuss targeting strategy for OHR. Stay tuned.

---

**From:** Parker, Gary  
**Sent:** Tuesday, April 25, 2017 12:44 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** FW: OARM and OHR info

Mr. Gary Parker  
Branch Chief, Workforce Planning  
USEPA/OARM/OHR  
(O) 202-564-7421  
(M) 202-253-7099

---

**From:** Parker, Gary  
**Sent:** Tuesday, April 25, 2017 11:12 AM  
**To:** Carpenter, Wesley <Carpenter.Wesley@epa.gov>  
**Subject:** OARM and OHR info

Wes,

OARM and OHR V/V by pay grade and occ series

Mr. Gary Parker  
Branch Chief, Workforce Planning  
USEPA/OARM/OHR  
(O) 202-564-7421  
(M) 202-253-7099

Message

**From:** Hart, Debbi [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=62AFB40F2BF1484D933F2CE207EB20E7-HART, DEBRA]  
**Sent:** 5/25/2017 1:30:57 PM  
**To:** Badalamente, Mark [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=4ed0b573c0f1410ca3b836dfdcdf189d-MBadalam]; Vizian, Donna [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=cb2401bf8d4f441dbf27f21e122be2c5-Vizian, Donna]  
**CC:** Starfield, Lawrence [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=8a89d6cd217d4254a5879abecb3f314e-Starfield, Lawrence]; Milton, Laura [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=9f553df6d56744f8a829e626fde50a35-Lmilton]; Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]  
**Subject:** RE: OECA's VERA/VSIP materials

Thanks Mark- got it and we appreciate your support. We've begun our reviews and will let you guys know if we have any questions. Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Badalamente, Mark  
**Sent:** Wednesday, May 24, 2017 4:14 PM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Starfield, Lawrence <Starfield.Lawrence@epa.gov>; Milton, Laura <Milton.Laura@epa.gov>  
**Subject:** OECA's VERA/VSIP materials

Donna and Debbi –

Attached are OECA's materials to support our VERA/VSIP proposal. I also want to thank Debbi and Loretta Hunt for their great assistance (and patience) in entertaining our many questions and offering their sound guidance.

I also want to reiterate the request I made at the last DAA brownbag that either the First Assistants or the Acting DAAs/DRAs be given an opportunity to review the submissions (including the proposed justifications) as a group to spot any cross-office issues or potential problems.

Thanks, again!

\*\*\*\*\*

Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency  
William Jefferson Clinton Building  
Room 3235 South  
Office: 202-564-4673



Mobile:

Ex. 6 - Personal Privacy

Message

**From:** Vizian, Donna [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=CB2401BF8D4F441DBF27F21E122BE2C5-VIZIAN, DONNA]  
**Sent:** 5/5/2017 6:56:36 PM  
**To:** Hunt, Loretta [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=1e5b5b67e200442f8ecacfc0ea2b2771-Lhunt]  
**Subject:** FW: Office of Water's VERA/VSIP Justification/Proposal  
**Attachments:** OW V-V Justification Final 05-05-17.docx

---

**From:** Torrez, Alfredo  
**Sent:** Friday, May 05, 2017 1:09 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Shapiro, Mike <Shapiro.Mike@epa.gov>; Best-Wong, Benita <Best-Wong.Benita@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Stevens, Robert <Stevens.Robert@epa.gov>; Fontaine, Tim <Fontaine.Tim@epa.gov>  
**Subject:** Office of Water's VERA/VSIP Justification/Proposal

Debbi,

Attached is the Office of Water's VERA/VSIP justification/proposal as required in Donna Vizian's email dated April 17. It includes language provided by Region 5, the Lead Region for Water. Please contact me if you have questions regarding our submittal.

Alfredo Torrez, Associate Director and  
OW Program Management Official  
Management and Operations Staff  
Office of Water, Office of the Assistant Administrator  
U.S. Environmental Protection Agency  
Room 3311C WJC East (4101M)  
Phone: (202) 564-6621 Mobile: Ex. 6 - Personal Privacy  
Fax: (202) 564-0500  
Email: [torrez.alfredo@epa.gov](mailto:torrez.alfredo@epa.gov)

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Message

---

**From:** Milton, Laura [Milton.Laura@epa.gov]  
**Sent:** 5/23/2017 7:46:07 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** Help with tables

Hi Loretta,

Ex. 6 - Personal Privacy

## Ex. 6 - Personal Privacy

Ex. 6 - Personal Privacy

I appreciate any guidance you can provide.

Sent from my Windows Phone

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/25/2017 9:42:06 PM  
**To:** Parker, Gary [parker.gary@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]; Kuhns, Jason [Kuhns.Jason@epa.gov]; Willig, Jeanine [willig.jeanine@epa.gov]  
**Subject:** FW: R9 FY17 VERA/VSIP Submittals - Updated R9VV Business Case  
**Attachments:** R9 FY17 VERA-VSIP Reorg Charts.pdf; Region 9 Ex. 6 - Personal Privacy.xlsx; R9 V-V Business Case 5-24-17.docx

Updated version for R9—sounds like the change is in the narrative business case but not sure. For Loretta and her team—please be sure to review carefully R9's justification for staff reassignments. Thanks-- debbi

---

**From:** Lane, Vicki  
**Sent:** Thursday, May 25, 2017 4:05 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** FW: R9 FY17 VERA/VSIP Submittals - Updated R9VV Business Case

Hi Debbi

Ex. 6 - Personal Privacy

## Ex. 6 - Personal Privacy

Regards, Vicki  
415-972-3827

---

**From:** Lane, Vicki  
**Sent:** Wednesday, May 24, 2017 5:30 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Strauss, Alexis <Strauss.Alexis@epa.gov>; Jordan, Deborah <jordan.deborah@epa.gov>; McIlwain, Serena <McIlwain.Serena@epa.gov>  
**Subject:** R9 FY17 VERA/VSIP Submittals

Hi Debbi,

Attached is Region 9's VV Business Case, reorganization charts, and the targeted positions spreadsheet. Please let me know if you have any questions or need any additional information.

Regards, Vicki J. Lane  
Human Resources Officer, Region 9  
U.S. Environmental Protection Agency  
75 Hawthorne Street, Mail Code: EMD-2  
San Francisco, CA 94105  
Email: [lane.vicki@epa.gov](mailto:lane.vicki@epa.gov)  
Phone: 415-972-3827

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/9/2017 3:11:06 PM  
**To:** Kuhns, Jason [Kuhns.Jason@epa.gov]; Willig, Jeanine [willig.jeanine@epa.gov]; Parker, Gary [parker.gary@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Revised V/V Spreadsheet - example  
**Attachments:** R5 Targeted Positions Example (003).xlsx

**Importance:** High

How does this look to you guys? If you can let us know before noon it would be great.

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Westenberger, Andrea  
**Sent:** Tuesday, May 09, 2017 11:06 AM  
**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Breneman, Sara <[breneman.sara@epa.gov](mailto:breneman.sara@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Shanahan, Katherine <[Shanahan.Katherine@epa.gov](mailto:Shanahan.Katherine@epa.gov)>  
**Subject:** RE: Revised V/V Spreadsheet - example  
**Importance:** High

Please reply to this thread, not the original I sent. I included Danielle Shannon instead of Katherine Shanahan.

Thanks,  
Andrea

**Andrea Westenberger**  
Lead Region Coordinator for OCFO & OARM  
Regional Planner | Strategic Planning | EPA Region 10  
1200 Sixth Avenue, OMP 21-101  
Seattle, WA 98101  
(206) 553-6111 (office)  
(206) 719-9154 (cell)  
[westenberger.andrea@epa.gov](mailto:westenberger.andrea@epa.gov)

---

**From:** Westenberger, Andrea  
**Sent:** Tuesday, May 09, 2017 8:04 AM  
**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Breneman, Sara <[breneman.sara@epa.gov](mailto:breneman.sara@epa.gov)>; Shannon, Danielle <[shannon.danielle@epa.gov](mailto:shannon.danielle@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>  
**Subject:** Revised V/V Spreadsheet - example

Hi Loretta & Debbi,

# Ex. 5 - Deliberative Process

Thanks,  
Andrea

**Andrea Westenberger**

Lead Region Coordinator for OCFO & OARM  
Regional Planner | Strategic Planning | EPA Region 10  
1200 Sixth Avenue, OMP 21-101  
Seattle, WA 98101  
(206) 553-6111 (office)  
(206) 719-9154 (cell)  
[westenberger.andrea@epa.gov](mailto:westenberger.andrea@epa.gov)

Message

---

**From:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**Sent:** 6/7/2017 9:09:33 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** Work Assignments for Thursday & Friday

Wanted to touch base and ask what we should be working on vis-à-vis V & V while youre out...

You'd mentioned that you had a framework for the agency-level business case already developed and in the initial review stage...

Do you want us to pull and begin to arrange the info together for that (e.g., go through the business cases and pull together all of the "reducing # of support staff" arguments and data; and then do the same thing for "delaying"; "reducing high grade levels" etc.

I realize that this whole document will probably get revised or shifted, but figure we can change the formatting and make the other revisions later.

If you've got other thoughts or ideas, please let me know

Marvin  
(202) 564-7778

Message

---

**From:** Radzikowski, Mary Ellen [Radzikowski.Maryellen@epa.gov]  
**Sent:** 6/1/2017 11:10:44 AM  
**To:** Vizian, Donna [Vizian.Donna@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**CC:** Blackburn, Elizabeth [Blackburn.Elizabeth@epa.gov]; Vaughan, Pat [Vaughan.Pat@epa.gov]  
**Subject:** V/V Information criteria

ORD has no comment on the proposed criteria.

Thanks.

Mary Ellen Radzikowski  
Acting Associate Assistant Administrator  
Office of Research and Development  
[Radzikowski.maryellen@epa.gov](mailto:Radzikowski.maryellen@epa.gov)  
202 564 6757

---

**From:** Vizian, Donna  
**Sent:** Tuesday, May 30, 2017 6:12:22 PM (UTC-05:00) Eastern Time (US & Canada)  
**To:** 2017HQfirstassistants; 2017Regionfirstassistants  
**Cc:** Hunt, Loretta; Hart, Debbi; Carpenter, Wesley; Gray, Linda; Corbett, Krysti; Coomber, Robert; DAA-Career; DRA; ARA  
**Subject:** V/V Information

Hi Everyone,

As a follow up to our conversation this afternoon, attached is the draft timeline. Please do not share past those who need to know. It is very compressed, so thanks in advance to all for your help in making this happen. Also, below is the proposed selection criteria. Please send any comments on the criteria to me and Loretta Hunt by noon on Thursday. As a reminder, our plan is for Mike to send out a message to all employees. We will coordinate notification to the unions with release of the message. Nothing should go out in advance of Mike's message. Best, Donna

Selection Criteria:

## Ex. 5 - Deliberative Process



Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/25/2017 9:39:25 PM  
**To:** Lane, Vicki [Lane.Vicki@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: R9 FY17 VERA/VSIP Submittals - Updated R9VV Business Case

Got it Vicki—thanks. We've begun our reviews and will let you know if we see any problem with your justification.

---

**From:** Lane, Vicki  
**Sent:** Thursday, May 25, 2017 4:05 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** FW: R9 FY17 VERA/VSIP Submittals - Updated R9VV Business Case

Hi Debbi

Deborah Jordan caught a grammatical error on page 3 in the VERA Information Section. Will you (PLEASE) use the attached version for transmittal to OPM? Also, I would like to know if our business case sufficiently indicates that we made need to reassign staff into the ENF and OSC positions due to workforce priority changes or staffing reduction in RPM which may necessitate reassignments of RPMs to the OSC position if we can't backfill at lower grade levels.

Regards, Vicki  
415-972-3827

---

**From:** Lane, Vicki  
**Sent:** Wednesday, May 24, 2017 5:30 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Strauss, Alexis <Strauss.Alexis@epa.gov>; Jordan, Deborah <jordan.deborah@epa.gov>; McIlwain, Serena <McIlwain.Serena@epa.gov>  
**Subject:** R9 FY17 VERA/VSIP Submittals

Hi Debbi,

Attached is Region 9's VV Business Case, reorganization charts, and the Ex. 5 - Deliberative Process spreadsheet. Please let me know if you have any questions or need any additional information.

Regards, Vicki J. Lane  
Human Resources Officer, Region 9  
U.S. Environmental Protection Agency  
75 Hawthorne Street, Mail Code: EMD-2  
San Francisco, CA 94105  
Email: [lane.vicki@epa.gov](mailto:lane.vicki@epa.gov)  
Phone: 415-972-3827

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 4/24/2017 5:35:20 PM  
**To:** Moore, Bobby [Moore.Bobby@epa.gov]  
**CC:** Martinez, Doris [Martinez.Doris@epa.gov]; Kirkland, William [Kirkland.William@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: Need to update link

Got it—thank you!

Bill—I'll try to call you shortly.

---

**From:** Moore, Bobby  
**Sent:** Monday, April 24, 2017 1:34 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Martinez, Doris <Martinez.Doris@epa.gov>; Kirkland, William <Kirkland.William@epa.gov>  
**Subject:** Re: Need to update link

Hi Debbi,

Bill Kirkland can help with this. I've included him in the message.

Sent from my iPhone

On Apr 24, 2017, at 12:05 PM, Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)> wrote:

Doris-

Who can we work with to get this link updated quickly? Thanks in advance. Debbi

<http://intranet.epa.gov/policy/buyouts/>

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

Message

---

**From:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**Sent:** 6/2/2017 7:56:10 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Request for Additional V/V Information  
**Attachments:** R6 VV Justification (w-Budget Tables) 6-1-17.docx

Loretta –

Here is the revised business case from Region 6 with their budget numbers in it...it all checks out OK

---

**From:** Hill, Troy  
**Sent:** Thursday, June 01, 2017 4:58 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Gray, David <gray.david@epa.gov>; McDonald, James <McDonald.James@epa.gov>  
**Subject:** RE: Request for Additional V/V Information

Marvin,

Attached is Region 6's V/V submission with budgetary information. Please let me know if you have any questions.

Regards,

Troy

---

**From:** Schulman, Marvin  
**Sent:** Wednesday, May 31, 2017 6:31 PM  
**To:** Gray, David <[gray.david@epa.gov](mailto:gray.david@epa.gov)>; McDonald, James <[McDonald.James@epa.gov](mailto:McDonald.James@epa.gov)>; Hill, Troy <[Hill.Troy@epa.gov](mailto:Hill.Troy@epa.gov)>  
**Cc:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** Request for Additional V/V Information

Thank you for your V/V submission.

In reviewing your business case we realized that that document did not include your budgetary information

The attached document is a copy of your business case with the two budget tables attached.

We look forward to seeing your revised submission.

If I can be of additional assistance, please let me know.

Thank you

Marvin Schulman  
Office of Human Resources  
(202) 564-7778

Message

---

**From:** Price, Patricia [price.patricia@epa.gov]  
**Sent:** 5/15/2017 4:37:30 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: VERA/VSIP Submission Question

Loretta,

The latter is what I am after.. Can the program/Region amend its figures at a later date? I am sure it is still too preliminary to determine if the agency will offer a second round of VERA/VSIP later. However, if there has been a determination on this decision now... I would appreciate knowing that as well.

Thank you,

Pat Price  
Human Resources Officer  
EPA – Region 7  
Office of Policy & Management  
Human Capital Management Branch  
11201 Renner Blvd  
Lenexa, KS 66219  
913 551-7575  
Price.patricia@epa.gov

---

**From:** Hunt, Loretta  
**Sent:** Monday, May 15, 2017 10:26 AM  
**To:** Price, Patricia <price.patricia@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** RE: VERA/VSIP Submission Question

Patricia,

Are you asking if the agency will offer another round of V-V later in the year or if the program can amend its figures at a later date?

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** Price, Patricia  
**Sent:** Friday, May 12, 2017 1:56 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Subject:** VERA/VSIP Submission Question

Good Morning,

We met with our Senior Leaders on yesterday to discuss Region 7's VERA/VSIP numbers and potential strategy going forward. During the discussion a question arose regarding VERA/VSIP submissions. Would you please address the following:

Question: Would offices have the option for increasing or VERA/VSIP numbers or submitting an additional request beyond the June 30, 2017 date?

Appreciate your reply.

Thank you,

Pat Price  
Human Resources Officer  
EPA – Region 7  
Office of Policy & Management  
Human Capital Management Branch  
11201 Renner Blvd  
Lenexa, KS 66219  
913 551-7575  
[Price.patricia@epa.gov](mailto:Price.patricia@epa.gov)

Message

---

**From:** Fine, Steven [fine.steven@epa.gov]  
**Sent:** 6/1/2017 12:25:33 AM  
**To:** Vizian, Donna [Vizian.Donna@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**CC:** Simon, Harvey [Simon.Harvey@epa.gov]  
**Subject:** RE: V/V Information

Donna and Loretta,

Thanks for sharing that.

Comments on the selection criteria:

- **Ex. 5 - Deliberative Process**
- 

Thanks

Steve

---

**From:** Vizian, Donna  
**Sent:** Tuesday, May 30, 2017 6:12 PM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Corbett, Krysti <Corbett.Krysti@epa.gov>; Coomber, Robert <coomber.robert@epa.gov>; DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>  
**Subject:** V/V Information

Hi Everyone,

As a follow up to our conversation this afternoon, attached is the draft timeline. Please do not share past those who need to know. It is very compressed, so thanks in advance to all for your help in making this happen. Also, below is the proposed selection criteria. Please send any comments on the criteria to me and Loretta Hunt by noon on Thursday. As a reminder, our plan is for Mike to send out a message to all employees. We will coordinate notification to the unions with release of the message. Nothing should go out in advance of Mike's message. Best, Donna

Selection Criteria:

- **Ex. 5 - Deliberative Process**

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/23/2017 7:05:36 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Themes

**Importance:** High

Loretta- W need to contact Troy bc Sam Coleman (R6 RA) said he was going to designate safe positions for a large component of his workforce. I don't think they understand how safe positons work. I also don't recall speaking with Troy about V/V yet-- have you?

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
hart.debbi@epa.gov

\*\*\*\*\*

-----Original Message-----

From: McDonald, James  
Sent: Tuesday, May 23, 2017 2:39 PM  
To: Hart, Debbi <Hart.Debbi@epa.gov>  
Cc: Showman, John <Showman.John@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
Subject: Re: Themes

Thanks.

The R6 contact is Troy Hill 214-665-6647 or Tony Clifton

Sent from my iPhone

> On May 23, 2017, at 1:36 PM, Hart, Debbi <Hart.Debbi@epa.gov> wrote:

>

> Hi James-

>

> STEM still means science, technology, engineering and math and the intent is that some offices will be shifting priorities in those areas. If the office doesn't have STEM work (like OARM/OCFO) they may shift priorities in their programmatic work. Does that help? Also, who do I speak to in R6 about your business case and identification of safe positions? Is Ray working on this? Thanks! Debbi

>

> Debbi Hart  
> Director  
> Policy, Planning & Training Division  
> OHR, OARM  
> USEPA  
> 202.564.2011  
> hart.debbi@epa.gov

>

> \*\*\*\*\*

>

> -----Original Message-----

> From: Showman, John  
> Sent: Tuesday, May 23, 2017 2:19 PM  
> To: Hart, Debbi <Hart.Debbi@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
> Subject: FW: Themes

>

> ??? I see "Restructure to focus on STEM/programmatic priorities" but don't have any more details? Can you help?

>

>

>

> -----Original Message-----

> From: McDonald, James  
> Sent: Tuesday, May 23, 2017 2:16 PM  
> To: Showman, John <Showman.John@epa.gov>  
> Subject: Themes

>

> What does the STEM theme mean for our V/V process?

>  
> Sent from my iPhone



**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Mon 4/24/2017 5:05:32 PM  
**Subject:** FW: VERA/VSIP

FYI.

**From:** Vizian, Donna  
**Sent:** Monday, April 24, 2017 12:42 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>; Showman, John <Showman.John@epa.gov>  
**Cc:** Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>  
**Subject:** RE: VERA/VSIP

I am OK with the SSCs talking and developing a game plan so that we are ready to go if we proceed with a V/V. Need to understand more about issue 3.

**From:** Hart, Debbi  
**Sent:** Monday, April 24, 2017 12:19 PM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>  
**Cc:** Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>  
**Subject:** FW: VERA/VSIP

Please see below. Are we free to discuss at this point?

**From:** Cunningham, Bisa  
**Sent:** Monday, April 24, 2017 8:52 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Cc:** Cunningham, Bisa <cunningham.bisa@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>  
**Subject:** VERA/VSIP

Good morning Debbi and Loretta:

I am not sure if you were aware, but my office holds a bi-weekly meeting with the Benefits Specialists at the SSCs and ERD to discuss benefits-related matters. My next bi-weekly call with them is tomorrow and one of the Branch Chiefs, Sue Mairose, has submitted the following for discussion. Is there anything I can communicate to the group or perhaps you or Loretta want to participate in the call and share any information you might have?

## **Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

r/s

Bisa Cunningham

Director, Diversity, Recruitment, & Employee Services Division

Environmental Protection Agency

Office of Administration and Resources Management

Office of Human Resources, WJC North (Room 1402 Y/Z)

Office: 202-564-6635

Mobile: **Ex. 6 - Personal Privacy**

Email: [Cunningham.Bisa@epa.gov](mailto:Cunningham.Bisa@epa.gov)

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 4/27/2017 4:33:19 PM  
**To:** Kirkland, William [Kirkland.William@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; Moore, Bobby [Moore.Bobby@epa.gov]  
**Subject:** FW: Need to update link  
**Attachments:** vera\_guide.pdf; vsip\_guide.pdf

**Importance:** High

Hey Bill-

I think we need to archive what's there and replace with these two updated V/V guides. You can leave the title but pull everything else! Sorry for the delay. I'll be out of the office after today for a whole week (hooray!) Please contact Loretta with any questions. Thanks! Debbi

<http://intranet.epa.gov/policy/buyouts/>

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Hart, Debbi  
**Sent:** Monday, April 24, 2017 1:35 PM  
**To:** Moore, Bobby <Moore.Bobby@epa.gov>  
**Cc:** Martinez, Doris <Martinez.Doris@epa.gov>; Kirkland, William <Kirkland.William@epa.gov>; Loretta Hunt <Hunt.Loretta@epa.gov>  
**Subject:** RE: Need to update link

Got it—thank you!

Bill—I'll try to call you shortly.

---

**From:** Moore, Bobby  
**Sent:** Monday, April 24, 2017 1:34 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Martinez, Doris <[Martinez.Doris@epa.gov](mailto:Martinez.Doris@epa.gov)>; Kirkland, William <[Kirkland.William@epa.gov](mailto:Kirkland.William@epa.gov)>  
**Subject:** Re: Need to update link

Hi Debbi,

Bill Kirkland can help with this. I've included him in the message.

Sent from my iPhone

On Apr 24, 2017, at 12:05 PM, Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)> wrote:

Doris-

Who can we work with to get this link updated quickly? Thanks in advance. Debbi

<http://intranet.epa.gov/policy/buyouts/>

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Thur 4/27/2017 4:10:58 PM  
**Subject:** FW: Workforce Restructuring



**From:** Hart, Debbi  
**Sent:** Thursday, April 27, 2017 12:11 PM  
**To:** Carter, Rick <Carter.Rick@epa.gov>  
**Subject:** RE: Workforce Restructuring

Rick-

Just saw this and I'm somewhat surprised. I thought I saw Jerome at the OARM Management meeting when Donna told folks we were exploring V/V. Some preliminary proposals with themes are due from offices next week but all is tentative, so I'm not ready to put much more out there at this point. Mike Flynn/Donna V messages went out over a week ago with all the specifics that can be shared. Are you guys talking amongst yourselves? Debbi

**From:** Gray, Linda  
**Sent:** Thursday, April 27, 2017 11:52 AM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** FW: Workforce Restructuring

**Linda R. Gray**

Director, Office of Human Resources

Office of Administration and Resources Management

Environmental Protection Agency

(202) 564-4606 phone

(202) 564-4613 fax

**From:** Bonner, Jerome

**Sent:** Thursday, April 27, 2017 11:51 AM

**To:** Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>

**Cc:** Engebretson, Lizabeth <[Engebretson.Lizabeth@epa.gov](mailto:Engebretson.Lizabeth@epa.gov)>; Taylor, Jeremy <[Taylor.Jeremy@epa.gov](mailto:Taylor.Jeremy@epa.gov)>; Bonner, Jerome <[Bonner.Jerome@epa.gov](mailto:Bonner.Jerome@epa.gov)>

**Subject:** Workforce Restructuring

Linda/Wes,

I had a teleconference today with my serviced PMO/RHROS and was advised that OHR is gathering VERA/VSIP requests and intends to submit a consolidated package to OPM, is this correct? If so, is there plans to inform the SSC Directors on the plan; what we can expect; potential dates; will we receive a copy of the submission?

Thanks

JB

**Jerome W. Bonner**

**Environmental Protection Agency**

**Office of Administration and Resources Management - Cincinnati**

**Director, Human Resources**

**Cincinnati Human Resources Shared Service Center**

**Tel: 513.569.7950**

**Mobile:** Ex. 6 - Personal Privacy

**CONFIDENTIALITY:** This communication may contain privileged or other confidential information. If you are not the intended addressee, or believe you have received this communication in error, you may neither copy, disseminate, nor distribute it to anyone else or use it in any unauthorized manner; to do so is strictly prohibited and may be unlawful. If you receive this email by mistake, please advise the sender immediately by using the reply facility in your mail software and delete it from your computer. "Information in this message may be subject to the Privacy Act (5 USC 552a) and should be treated accordingly."



Message

---

**From:** Lesperance, Twanna [Lesperance.Twanna@epa.gov]  
**Sent:** 5/31/2017 4:22:30 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**CC:** Allen, Reginald [Allen.Reginald@epa.gov]  
**Subject:** Re: V/V Follow up

Hello Loretta,

This the same for SL positions as well, correct? AO has an SL position included in the proposal. Thanks

Respectfully,

Twanna Lesperance, Assistant Director, PMO  
AO, OAES, Administrative Management Staff  
202-564-0419

On May 31, 2017, at 11:43 AM, Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)> wrote:

FYI

---

**From:** Vizian, Donna  
**Sent:** Wednesday, May 31, 2017 11:24 AM  
**To:** 2017HQfirstassistants; 2017Regionfirstassistants; DAA-Career; DRA; ARA  
**Cc:** Hart, Debbi; Hunt, Loretta; Showman, John  
**Subject:** V/V Follow up

Hi Everyone,

Yesterday the question was asked if SES can be included in the pool. I consulted with Mike. If an SES position is included it would need to be abolished and the organization's pool of SES reduced. Please call if you have questions.

Best,  
Donna

Message

---

**From:** Barber, Anthony [Barber.Anthony@epa.gov]  
**Sent:** 6/5/2017 9:05:51 PM  
**To:** McNeal, Detha [McNeal.Detha@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; Schulman, Marvin [Schulman.Marvin@epa.gov]; Harmon, Russell [Harmon.Russell@epa.gov]  
**Subject:** RE: Region 10 VERA VSIP Business Case  
**Attachments:** VV Tables.docx

Hi Detha,

I'm copying our comptroller Russ since he helped a lot with this.

## Ex. 5 - Deliberative Process

Is our approach different from others, or does it otherwise stand out in regards to this amount?

Anthony L. Barber, PE  
Acting Human Capital Officer and Manager, HRF Unit  
Director, Oregon Operations Office  
US EPA Region 10  
805 SW Broadway, Suite 500  
Portland, OR 97205

503-326-6890 (phone)  
503-326-3399 (fax)  
barber.anthony@epa.gov

---

**From:** McNeal, Detha  
**Sent:** Monday, June 05, 2017 10:54 AM  
**To:** Barber, Anthony <Barber.Anthony@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Subject:** RE: Region 10 VERA VSIP Business Case

Good afternoon Anthony,

I've reviewed the submission for Region 10. Can you verify the FY 17 Post VERA/VSIP Annual Payroll Cost in the budget table?

Detha McNeal  
Human Resources Specialist  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
(202) 564-6707

---

**From:** Barber, Anthony  
**Sent:** Thursday, May 25, 2017 2:17 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** RE: Region 10 VERA VSIP Business Case

Debbi,

I've attached the org chart for R10.

Anthony L. Barber, PE  
Acting Human Capital Officer and Manager, HRF Unit  
Director, Oregon Operations Office  
US EPA Region I0  
805 SW Broadway, Suite 500  
Portland, OR 97205

503-326-6890 (phone)  
503-326-3399 (fax)  
[barber.anthony@epa.gov](mailto:barber.anthony@epa.gov)

---

**From:** Hart, Debbi  
**Sent:** Thursday, May 25, 2017 10:04 AM  
**To:** Barber, Anthony <[Barber.Anthony@epa.gov](mailto:Barber.Anthony@epa.gov)>  
**Cc:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** RE: Region 10 VERA VSIP Business Case

That's correct- we get that you're not anticipating a reorg but OPM will want to see your org chart regardless. And yes, the level you describe, w/o names and in PowerPoint would be appreciated. Thanks! DH

---

**From:** Barber, Anthony  
**Sent:** Thursday, May 25, 2017 12:27 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** RE: Region 10 VERA VSIP Business Case

Hi Debbi,

Sure. We didn't include one since we didn't include any organizational changes in our proposal. Just so I'm clear, and since we have multiple versions of regional org charts with varying details, I'd like to make sure what you need. I am thinking just RA and division/office-level offices. You don't need names but do need it in Powerpoint – correct?

Anthony L. Barber, PE  
Acting Human Capital Officer and Manager, HRF Unit  
Director, Oregon Operations Office  
US EPA Region I0  
805 SW Broadway, Suite 500  
Portland, OR 97205

503-326-6890 (phone)  
503-326-3399 (fax)  
[barber.anthony@epa.gov](mailto:barber.anthony@epa.gov)

---

**From:** Hart, Debbi  
**Sent:** Thursday, May 25, 2017 7:23 AM  
**To:** Barber, Anthony <[Barber.Anthony@epa.gov](mailto:Barber.Anthony@epa.gov)>  
**Cc:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** RE: Region 10 VERA VSIP Business Case

Tony- Can you please forward us R10's current org chart? Thanks! Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

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**From:** Lindsay, Nancy  
**Sent:** Wednesday, May 24, 2017 9:06 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Pirzadeh, Michelle <[Pirzadeh.Michelle@epa.gov](mailto:Pirzadeh.Michelle@epa.gov)>; Opalski, Dan <[Opalski.Dan@epa.gov](mailto:Opalski.Dan@epa.gov)>; Barber, Anthony <[Barber.Anthony@epa.gov](mailto:Barber.Anthony@epa.gov)>; Dalrymple, Anne <[Dalrymple.Anne@epa.gov](mailto:Dalrymple.Anne@epa.gov)>; Harmon, Russell <[Harmon.Russell@epa.gov](mailto:Harmon.Russell@epa.gov)>  
**Subject:** Region 10 VERA VSIP Business Case

Debi,

Attached please find Region 10's business case for the agency's VERA/VSIP. We appreciate the opportunity to participate. If you need any additional information, please contact Region 10's Acting HCO, Tony Barber, at (503) 326-6890.

Thank you,

Nancy Lindsay  
R10 ARA

Message

---

**From:** Milton, Laura [Milton.Laura@epa.gov]  
**Sent:** 7/31/2017 1:48:47 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**CC:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Subject:** V-V Flexibility for OECA

Hi Loretta, as you know, OECA included the following language requesting flexibility among job families in our V-V Business Case:

NOTE:

**Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

We currently stand at  applicants against the max of  total offers. Some of our series received more applicants than the max offers identified for that series but we would like to proceed with offers to all eligible applicants, regardless of series.

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 6/5/2017 10:09:45 PM  
**To:** Vizian, Donna [Vizian.Donna@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; Parker, Gary [parker.gary@epa.gov]  
**Subject:** FW: V/V questions - freeze!

Donna-

As discussed, see the excerpt from the VERA guide below. So maybe a note to senior leadership stating that:

OPM's VERA guidance requires that VERA eligible employees serve in a position 30 days prior to the date the agency requests the authority from OPM. Given the current schedule for submitting our V/V business case later this month, please be aware that movement in and out of all targeted positions through reassignments, reorganizations, etc. must cease effective immediately. The prohibition on movement in and out of targeted positions extends to VSIP targeted positions too.

---

**From:** Hunt, Loretta  
**Sent:** Monday, June 05, 2017 11:10 AM  
**To:** Parker, Gary <parker.gary@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** RE: V/V questions

OPM's VERA guidance states eligible employees must:

Have served in a position covered by the OPM authorization for the minimum time specified by OPM (usually 30 days prior to the date of the agency request);

VSIP has no such requirement (only that the employee is serving in a position covered by the authority).

## Ex. 5 - Deliberative Process

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**From:** Vizian, Donna  
**Sent:** Monday, June 05, 2017 10:28 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Parker, Gary <parker.gary@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Subject:** RE: V/V questions

When do we need to put a hold on reassignments? Of do we say that the person must be in the position for something like the past 3 months?

---

**From:** Hart, Debbi  
**Sent:** Monday, June 05, 2017 10:23 AM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>  
**Cc:** Parker, Gary <parker.gary@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Subject:** Re: V/V questions

Gary will get back to you soon with more specifics Ex. 5 - Deliberative Process. FYI- Loretta's V/V team has reviewed Ex. 5 - Deliberative Process business cases and is working on the remaining Ex. 5 - Deliberative Process

Sent from my iPhone

On Jun 5, 2017, at 9:45 AM, Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)> wrote:

Hi - **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process** thanks

Message

---

**From:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**Sent:** 6/7/2017 7:34:10 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW:CONFIRMATION from OSCPP (re V&V Packages)

Validated by kate

---

**From:** Graf, Kate  
**Sent:** Wednesday, June 07, 2017 3:33 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Subject:** RE: V&V packages

Correct, the last one was the version sent to Gary Parker, Loretta and Debbi on 6.2.17 at 11:10 am. Thanks Marvin.

---

**From:** Schulman, Marvin  
**Sent:** Wednesday, June 07, 2017 3:26 PM  
**To:** Graf, Kate <Graf.Kate@epa.gov>  
**Subject:** V&V packages

Hi Kate -

Just wanted to reach out and confirm that we have OCSPP's final V/V package and should not be expecting any revised documents from your office.

**Thanks!**

Marvin  
(202) 564-7778



Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 6/16/2017 9:56:01 PM  
**To:** Mulligan, James S. EOP/OMB [James\_S\_Mulligan@omb.eop.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: EPA V/V business case--

Hello James-

Loretta will be sending over EPA's draft business case shortly. (It may come over in three parts.) Can you please confirm once you receive it? Thanks and hope all's well. Debbi

---

**From:** Hart, Debbi  
**Sent:** Wednesday, June 14, 2017 5:30 PM  
**To:** 'Mulligan, James S. EOP/OMB' <James\_S\_Mulligan@omb.eop.gov>  
**Subject:** FW: EPA V/V business case--

Hey James—do you copy?

---

**From:** Hart, Debbi  
**Sent:** Tuesday, June 13, 2017 12:37 PM  
**To:** 'Mulligan, James S. EOP/OMB' <James\_S\_Mulligan@omb.eop.gov>  
**Subject:** EPA V/V business case--

Hello James-

Per my v-mail, we are planning to send over our Agency-level package informally at the end of the week. When you have a few minutes can you please contact me so I can walk you through how it's shaping up? I'd also like to confirm who to send it to at OMB. Thank you! Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

Message

---

**From:** Atkinson, Ryan [Atkinson.Ryan@epa.gov]  
**Sent:** 7/27/2017 3:38:47 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**CC:** Engebretson, Lizabeth [Engebretson.Lizabeth@epa.gov]; Taylor, Jeremy [Taylor.Jeremy@epa.gov]; Bonner, Jerome [Bonner.Jerome@epa.gov]  
**Subject:** Re: Is the buyout application site still active? I was able to access the application just now (end)

Hi Loretta,

We were told the v/v system was disabled at 12:01am. I'll forward this to our IT people and have them confirm. Thanks!

Sent from my iPhone

On Jul 27, 2017, at 10:12 AM, Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)> wrote:

Please see the question below about the V/V application.

Thanks.

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** Monroe, Scott  
**Sent:** Thursday, July 27, 2017 9:08 AM  
**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** Is the buyout application site still active? I was able to access the application just now (end)

Message

---

**From:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**Sent:** 5/31/2017 4:00:51 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: V/V Follow up

Loretta - FYI

The Office of the Administrator shows one SES position in OCR on their targeted list.

## Ex. 5 - Deliberative Process

Marvin

---

**From:** Hunt, Loretta  
**Sent:** Wednesday, May 31, 2017 11:41 AM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>  
**Cc:** Hart, Debbi <Hart.Debbi@epa.gov>; Showman, John <Showman.John@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Peabody, Hitch <Peabody.Hitch@epa.gov>  
**Subject:** Re: V/V Follow up

Donna,

Thanks, we're still reviewing business cases. We'll follow-up as necessary with any offices that included SES positions .

---

**From:** Vizian, Donna  
**Sent:** Wednesday, May 31, 2017 11:24 AM  
**To:** 2017HQfirstassistants; 2017Regionfirstassistants; DAA-Career; DRA; ARA  
**Cc:** Hart, Debbi; Hunt, Loretta; Showman, John  
**Subject:** V/V Follow up

Hi Everyone,

Yesterday the question was asked if SES can be included in the pool. I consulted with Mike.

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Please call if you have questions.

Best,  
Donna

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 6/16/2017 9:54:00 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: EPA V/V business case--

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Hart, Debbi  
**Sent:** Wednesday, June 14, 2017 5:30 PM  
**To:** 'Mulligan, James S. EOP/OMB' <[James\\_S\\_Mulligan@omb.eop.gov](mailto:James_S_Mulligan@omb.eop.gov)>  
**Subject:** FW: EPA V/V business case--

Hey James—do you copy?

---

**From:** Hart, Debbi  
**Sent:** Tuesday, June 13, 2017 12:37 PM  
**To:** 'Mulligan, James S. EOP/OMB' <[James\\_S\\_Mulligan@omb.eop.gov](mailto:James_S_Mulligan@omb.eop.gov)>  
**Subject:** EPA V/V business case--

Hello James-

Per my v-mail, we are planning to send over our Agency-level package informally at the end of the week. When you have a few minutes can you please contact me so I can walk you through how it's shaping up? I'd also like to confirm who to send it to at OMB. Thank you! Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Schulman, Marvin  
**Sent:** Wed 5/31/2017 3:52:45 PM  
**Subject:** RE: Help with tables

Loretta –

## **Ex. 5 - Deliberative Process**

### **Ex. 5 - Deliberative Process**

Wanted to check with you before I went back to OECA with this

Marvin

# **Ex. 6 - Personal Privacy**

**From:** Milton, Laura  
**Sent:** Wednesday, May 31, 2017 11:38 AM

**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Cc:** Badalamente, Mark <Badalamente.Mark@epa.gov>  
**Subject:** RE: Help with tables

Got it and thanks

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Note that total savings remain the same.

Laura Milton, PMO

Administrative Management Division

OECA/Office of Administration and Policy

US Environmental Protection Agency

Phone: 202-564-6017

[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

**From:** Schulman, Marvin

**Sent:** Wednesday, May 31, 2017 11:11 AM

**To:** Milton, Laura <[Milton.Laura@epa.gov](mailto:Milton.Laura@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>

**Cc:** Badalamente, Mark <[Badalamente.Mark@epa.gov](mailto:Badalamente.Mark@epa.gov)>

**Subject:** RE: Help with tables

Hi Laura –

Q:

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

A:

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Q

## Ex. 5 - Deliberative Process

### Ex. 5 - Deliberative Process

A:

Ex. 5 - Deliberative Process

Marvin

**From:** Milton, Laura

**Sent:** Wednesday, May 31, 2017 8:44 AM

**To:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>

**Cc:** Badalamente, Mark <[Badalamente.Mark@epa.gov](mailto:Badalamente.Mark@epa.gov)>

**Subject:** FW: Help with tables

Marvin/Loretta, please help.

## Ex. 5 - Deliberative Process

I'll work it up that way. The bottom line numbers should work out to be the same I think since the savings are set to those positions.

## Ex. 5 - Deliberative Process

Laura Milton, PMO

Administrative Management Division

OECA/Office of Administration and Policy

US Environmental Protection Agency

Phone: 202-564-6017

[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

**From:** Hunt, Loretta

**Sent:** Tuesday, May 23, 2017 4:19 PM

**To:** Milton, Laura <[Milton.Laura@epa.gov](mailto:Milton.Laura@epa.gov)>

**Cc:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>

**Subject:** RE: Help with tables

Laura,

**Ex. 5 - Deliberative Process**

You should use the maximum number of V/Vs your organization will approve (overall cap), not the total targeted population.

Loretta L. Hunt

Branch Chief

Policy and Accountability Branch

Policy, Planning and Training Division



Office of Human Resources

U.S. EPA

Phone: (202) 564-6963

Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

**From:** Milton, Laura

**Sent:** Tuesday, May 23, 2017 3:46 PM

**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>

**Subject:** Help with tables

Hi Loretta, several of us have been talking about the second table of payroll relate info and may need your help.

**Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

can provide.

appreciate any guidance you

Sent from my Windows Phone

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 6/9/2017 5:22:30 PM  
**To:** Terris, Carol [Terris.Carol@epa.gov]  
**CC:** Parker, Gary [parker.gary@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** Updated VERA VSIP theme chart by appropriations  
**Attachments:** 20170609 VERA VSIP For Agency.xlsx

**Importance:** High

Carol-

Hope you're hanging in there! Please see the attached which should reflect final numbers for all offices. As always, let us know if there are questions. Thank you! Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

Message

---

**From:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**Sent:** 6/2/2017 7:48:07 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: EPA Workforce Reshaping Information (Reg 3 FINAL)  
**Attachments:** Copy of R3 Targeted Positions Template - revised 6.2.17.xlsx; R3 Business Case-update 6.1.17.docx

**Importance:** High

Loretta –

Kate sent me an email earlier today with a revised table and business case...there was still an error in the revised table which has since been fixed.

This email contains the “final versions” of both documents

Marvin

---

**From:** McManus, Catharine  
**Sent:** Friday, June 02, 2017 3:44 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Burrows, Eileen <BURROWS.EILEEN@EPA.GOV>  
**Subject:** RE: EPA Workforce Reshaping Information

Thanks for pointing out the additional error. Everytime I fix one thing- I unfix another. I hope this is the last version.

---

**From:** McManus, Catharine  
**Sent:** Friday, June 02, 2017 3:13 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; 'Eileen Burrows' <Burrows.Eileen@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Marvin-

I have revised the business case as you advised and I have attached again the updated spreadsheet correcting the errors. Please let me know if you need anything else. Have a nice weekend. Kate

---

**From:** McManus, Catharine  
**Sent:** Thursday, June 01, 2017 1:34 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Eileen Burrows <Burrows.Eileen@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Thanks Marvin. Sorry when I revised the spreadsheet to remove the SES positions, it created an error. I have fixed it as noted below and attached the corrected spreadsheet. Will wait for your direction before I revise the business case. Thank you. Kate

---

**From:** Schulman, Marvin  
**Sent:** Thursday, June 01, 2017 1:06 PM  
**To:** McManus, Catharine <mcmanus.catharine@epa.gov>

Cc: Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; McNeal, Detha <[McNeal.Detha@epa.gov](mailto:McNeal.Detha@epa.gov)>

Subject: RE: EPA Workforce Reshaping Information

Hi Cathy

Ive had a chance to look over Region 3's V/V package and have the following comments to offer:

Business case

- **Ex. 5 - Deliberative Process**

Marvin-

**Ex. 5 - Deliberative Process**

Budget information

- 
- **Ex. 5 - Deliberative Process**
- 

Assumptions

- **Ex. 5 - Deliberative Process**

Please let me know if you have any follow up questions or concerns

THANK YOU!

Marvin  
X7778

---

**From:** Hunt, Loretta

**Sent:** Thursday, June 01, 2017 11:50 AM

**To:** Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Kuhns, Jason <[Kuhns.Jason@epa.gov](mailto:Kuhns.Jason@epa.gov)>

**Cc:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>; McNeal, Detha <[McNeal.Detha@epa.gov](mailto:McNeal.Detha@epa.gov)>

**Subject:** FW: EPA Workforce Reshaping Information

FYI

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** McManus, Catharine  
**Sent:** Wednesday, May 31, 2017 3:26 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Esher, Diana <Esher.Diana@epa.gov>; Krakowiak, John <Krakowiak.John@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Burrows, Eileen <BURROWS.EILEEN@EPA.GOV>  
**Subject:** FW: EPA Workforce Reshaping Information

Debbi-

Given guidance that we received today, we would like to update our business case and **Ex. 5 - Deliberative Process** to remove SES from the VERA/VSIP list. There is no change to the VERA/VSIP Themes spreadsheet. I have attached the updated files.

Kate

---

**From:** McManus, Catharine  
**Sent:** Wednesday, May 24, 2017 4:51 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Esher, Diana <Esher.Diana@epa.gov>; Krakowiak, John <Krakowiak.John@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Debbi-

Attached is Region III's submission. We have not included organizational charts because we are not proposing to reorganize. I have included an updated Themes spreadsheet which reflects a change requested by Senior leadership. Please let me know if you have any questions or need further information. Thanks. Kate

---

**From:** Hart, Debbi  
**Sent:** Tuesday, May 23, 2017 4:45 PM  
**To:** OHR PMOs <OHR\_PMOs@epa.gov>; RHRO <RHRO@epa.gov>  
**Cc:** Hitchens, Lynnann <hitchens.lynnann@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Showman, John <Showman.John@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

- 1.
- 2.
- 3.

## Ex. 5 - Deliberative Process

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

### List of Attachments

1. **Ex. 5 - Deliberative Process**

2.  
3.

## Ex. 5 - Deliberative Process

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

1.  
2.  
3.

## Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

## List of Attachments

- 1.
- 2.
- 3.
- 4.
- 5.

# **Ex. 5 - Deliberative Process**

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/25/2017 9:37:01 PM  
**To:** Parker, Gary [parker.gary@epa.gov]; Kuhns, Jason [Kuhns.Jason@epa.gov]; Willig, Jeanine [willig.jeanine@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Office of Water's VERA/VSIP Submission  
**Attachments:** Office of Water VERA and VSIP Justification with Budget Final 05-24-17.docx; OW V-V Attachment 1 Final 05-24-17.docx; OW Org Charts for V-V request 05-24-17 Attachment 2 Final.pptx; OW Attachment 3 Final 05-24-17.xlsx; OW V-V Attachment 4 Final 05-24-17.docx **Ex. 5 - Deliberative Process**

That's 18

---

**From:** Torrez, Alfredo  
**Sent:** Thursday, May 25, 2017 4:00 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Shapiro, Mike <Shapiro.Mike@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Best-Wong, Benita <Best-Wong.Benita@epa.gov>; OW Deputy Office Directors <OWDeputyOfficeDirectors@epa.gov>; Stevens, Robert <Stevens.Robert@epa.gov>; Fontaine, Tim <Fontaine.Tim@epa.gov>  
**Subject:** Office of Water's VERA/VSIP Submission

Debbi,

Attached the Office of Water's VERA/VSIP package. Included in our submission is:

- Two-page narrative justification with budget information
- Attachment 1 – **Ex. 5 - Deliberative Process** Maximum Number of VSIPs
- Attachment 2 – Org Chart Post VERA/VSIP
- Attachment 3 – **Ex. 5 - Deliberative Process**
- Attachment 4 – Projected Costs and Savings

Please feel free to contact me if you have questions.

Alfredo Torrez, Associate Director and  
OW Program Management Official  
Management and Operations Staff  
Office of Water, Office of the Assistant Administrator  
U.S. Environmental Protection Agency  
Room 3311C WJC East (4101M)  
Phone: (202) 564-6621 Mobile: (202) 573-1956  
Fax: (202) 564-0500  
Email: [torrez.alfredo@epa.gov](mailto:torrez.alfredo@epa.gov)

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Message

---

**From:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**Sent:** 6/7/2017 7:20:40 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: V/V Packages

**Importance:** High

Twanna Lesperance is out...sent a message to Reggie Allen

Marvin

---

**From:** Hunt, Loretta  
**Sent:** Wednesday, June 07, 2017 3:13 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>  
**Cc:** Kuhns, Jason <Kuhns.Jason@epa.gov>; Willig, Jeanine <willig.jeanine@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Subject:** V/V Packages  
**Importance:** High

Debbi,

Right now, it looks like only ORD and OGC are pending.

However,

Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Thanks.

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

--

**From:** Vizian, Donna  
**Sent:** Tuesday, June 06, 2017 6:36 PM  
**To:** Robbins, Chris <[Robbins.Chris@epa.gov](mailto:Robbins.Chris@epa.gov)>; Kavlock, Robert <[Kavlock.Robert@epa.gov](mailto:Kavlock.Robert@epa.gov)>; Simon, Nigel <[Simon.Nigel@epa.gov](mailto:Simon.Nigel@epa.gov)>; Breen, Barry <[Breen.Barry@epa.gov](mailto:Breen.Barry@epa.gov)>  
**Cc:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>  
**Subject:** Decision on including SES in the V/V

Hi – I am sending to a small group,

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

. Please let me know if you have any questions.

Thanks  
Donna

Message

---

**From:** Graf, Kate [Graf.Kate@epa.gov]  
**Sent:** 5/31/2017 3:49:25 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**CC:** Morales, Oscar [Morales.Oscar@epa.gov]  
**Subject:** RE: V/V Follow up

Loretta,

Can we do a justification letter and go through the DA to get approval to refill as we do now?

Kate

---

**From:** Hunt, Loretta  
**Sent:** Wednesday, May 31, 2017 11:43 AM  
**To:** RHRO <RHRO@epa.gov>; OHR PMOs <OHR\_PMOs@epa.gov>  
**Cc:** Schulman, Marvin <Schulman.Marvin@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Hampton, Torrey <hampton.torrey@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>  
**Subject:** Fw: V/V Follow up

FYI

---

**From:** Vizian, Donna  
**Sent:** Wednesday, May 31, 2017 11:24 AM  
**To:** 2017HQfirstassistants; 2017Regionfirstassistants; DAA-Career; DRA; ARA  
**Cc:** Hart, Debbie; Hunt, Loretta; Showman, John  
**Subject:** V/V Follow up

Hi Everyone,

Yesterday the question was asked if SES can be included in the pool. I consulted with Mike.

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Please call if you have questions.

Best,  
Donna

Message

---

**From:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**Sent:** 6/2/2017 7:45:41 PM  
**To:** McManus, Catharine [mcmanus.catharine@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; McNeal, Detha [McNeal.Detha@epa.gov]; Burrows, Eileen [BURROWS.EILEEN@EPA.GOV]  
**Subject:** RE: EPA Workforce Reshaping Information

This looks fine, Kate – THANKS!

Marvin

---

**From:** McManus, Catharine  
**Sent:** Friday, June 02, 2017 3:44 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Burrows, Eileen <BURROWS.EILEEN@EPA.GOV>  
**Subject:** RE: EPA Workforce Reshaping Information

Thanks for pointing out the additional error. Everytime I fix one thing- I unfix another. I hope this is the last version.

---

**From:** McManus, Catharine  
**Sent:** Friday, June 02, 2017 3:13 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; 'Eileen Burrows' <Burrows.Eileen@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Marvin-

I have revised the business case as you advised and I have attached again the updated spreadsheet correcting the errors. Please let me know if you need anything else. Have a nice weekend. Kate

---

**From:** McManus, Catharine  
**Sent:** Thursday, June 01, 2017 1:34 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Eileen Burrows <Burrows.Eileen@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Thanks Marvin. Sorry when I revised the spreadsheet to remove the SES positions, it created an error. I have fixed it as noted below and attached the corrected spreadsheet. Will wait for your direction before I revise the business case. Thank you. Kate

---

**From:** Schulman, Marvin  
**Sent:** Thursday, June 01, 2017 1:06 PM  
**To:** McManus, Catharine <mcmanus.catharine@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Hi Cathy

Ive had a chance to look over Region 3's V/V package and have the following comments to offer:

Business case

- **Ex. 5 - Deliberative Process**

Marvin-

**Ex. 5 - Deliberative Process**

Budget information

- 
- **Ex. 5 - Deliberative Process**
- 

Assumptions

- **Ex. 5 - Deliberative Process**

Please let me know if you have any follow up questions or concerns

THANK YOU!

Marvin  
X7778

---

**From:** Hunt, Loretta  
**Sent:** Thursday, June 01, 2017 11:50 AM  
**To:** Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Kuhns, Jason <[Kuhns.Jason@epa.gov](mailto:Kuhns.Jason@epa.gov)>  
**Cc:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>; McNeal, Detha <[McNeal.Detha@epa.gov](mailto:McNeal.Detha@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information

FYI

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** McManus, Catharine  
**Sent:** Wednesday, May 31, 2017 3:26 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>; Hunt, Loretta

<Hunt.Loretta@epa.gov>; Burrows, Eileen <BURROWS.EILEEN@EPA.GOV>

**Subject:** FW: EPA Workforce Reshaping Information

Debbi-

Given guidance that we received today, we would like to update our business case and **Ex. 5 - Deliberative Process** to remove SES from the VERA/VSIP list. There is no change to the VERA/VSIP Themes spreadsheet. I have attached the updated files.

Kate

---

**From:** McManus, Catharine

**Sent:** Wednesday, May 24, 2017 4:51 PM

**To:** Hart, Debbi <Hart.Debbi@epa.gov>

**Cc:** Esher, Diana <Esher.Diana@epa.gov>; Krakowiak, John <Krakowiak.John@epa.gov>

**Subject:** RE: EPA Workforce Reshaping Information

Debbi-

Attached is Region III's submission. We have not included organizational charts because we are not proposing to reorganize. I have included an updated Themes spreadsheet which reflects a change requested by Senior leadership. Please let me know if you have any questions or need further information. Thanks. Kate

---

**From:** Hart, Debbi

**Sent:** Tuesday, May 23, 2017 4:45 PM

**To:** OHR PMOs <OHR\_PMOs@epa.gov>; RHRO <RHRO@epa.gov>

**Cc:** Hitchens, Lynnann <hitchens.lynnann@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Showman, John <Showman.John@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>

**Subject:** FW: EPA Workforce Reshaping Information

**Importance:** High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

1. **Ex. 5 - Deliberative Process**

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

List of Attachments

1. **Ex. 5 - Deliberative Process**

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017**.

- 1.
- 2.
- 3.

## Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

### List of Attachments

- 1.
- 2.

## Ex. 5 - Deliberative Process

3.

4.

5.

## **Ex. 5 - Deliberative Process**

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.



**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/19/2017 3:59:46 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Workforce Reshaping follow up

Also, I'm guessing she wants us to re-send the Apr 17<sup>th</sup> message to the same group (=ARAs + HR community), right?

Below is what I was thinking of sending today. Would I send only to HR community or to the first assistants and others you include below? Please let me know your thoughts. Also, I notice in your message below you say we will re-send the April 17<sup>th</sup> ask message. Let me know if you are doing or you want me to do it. THX! How's Denver? Debbi

## Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
hart.debbi@epa.gov

ED 001372 00011663-00001

**From:** Vizian, Donna  
**Sent:** Friday, May 12, 2017 3:57 PM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>  
**Subject:** Workforce Reshaping follow up

Hi Everyone,

## Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Two other things: Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

OPM's revised VSIP template addresses safe positions (attached, pg. 2, first paragraph):

*The agency's targeted population chart, "... may include additional categories of employees beyond those whose positions are directly targeted for elimination/restructuring (i.e., positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated.)*

## Ex. 5 - Deliberative Process

# Ex. 5 - Deliberative Process

Enjoy the weekend.

Donna

Message

---

**From:** McDonald, James [McDonald.James@epa.gov]  
**Sent:** 5/23/2017 6:31:30 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]; Hart, Debbi [Hart.Debbi@epa.gov]  
**Subject:** STEM

What does STEM mean in the context of the V/V themes? I know I'm another context it is Science, Technology, Engineering or Mathmathics

Sent from my iPhone

Message

---

**From:** Mairose, Sue [Mairose.Sue@epa.gov]  
**Sent:** 7/28/2017 10:53:25 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: Adjustment to Region 6's business case for VERA/VSIP

Thank you Loretta

*Sue*

Sue Mairose  
Branch Chief, Employee Benefits  
Environmental Protection Agency  
Cincinnati HR Shared Service Center  
26 W. Martin Luther King Dr.  
Benefits Branch MS N-132  
Cincinnati, OH 45268  
513-569-7951  
(Fax) 513-487-2567

Benefits Common Line (513) 569-7699

Benefits mailbox: CIN\_HRSSC\_Benefits\_Central@epa.gov

---

**From:** Hunt, Loretta  
**Sent:** Friday, July 28, 2017 4:29 PM  
**To:** Hill, Troy <Hill.Troy@epa.gov>  
**Cc:** Parker, Gary <parker.gary@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; McDonald, James <McDonald.James@epa.gov>; Mairose, Sue <Mairose.Sue@epa.gov>; Bonner, Jerome <Bonner.Jerome@epa.gov>  
**Subject:** Re: Adjustment to Region 6's business case for VERA/VSIP

I just sent the request to OPM. I will notify you once I receive a response.

---

**From:** Hill, Troy  
**Sent:** Friday, July 28, 2017 2:45 PM  
**To:** Hunt, Loretta  
**Cc:** Parker, Gary; Hart, Debbi; McDonald, James; Mairose, Sue; Bonner, Jerome  
**Subject:** Adjustment to Region 6's business case for VERA/VSIP

Loretta,

Thank you for your help on the language and yes we would like to proceed with the language you proposed:

## Ex. 5 - Deliberative Process

Thank you

Troy

---

**From:** Hunt, Loretta  
**Sent:** Friday, July 28, 2017 12:46 PM  
**To:** Hill, Troy <Hill.Troy@epa.gov>  
**Cc:** Parker, Gary <parker.gary@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** Re: Adjustment to Region 6's business case for VERA/VSIP

Troy,

Here is what I recommend sending to OPM:

## Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Please make sure your management understands that:

1. **Ex. 5 - Deliberative Process**
- 2.

I'm waiting to hear from one more office that made a similar request. I don't want to keep going back to OPM and OMB with revisions.

Let me know if R6 wants me to proceed.

---

**From:** Hill, Troy  
**Sent:** Friday, July 28, 2017 10:23:42 AM  
**To:** Hunt, Loretta  
**Subject:** Adjustment to Region 6's business case for VERA/VSIP

Proposed email –

Region 6 would like to amend our VERA/VSIP business case **Ex. 5 - Deliberative Process**

## Ex. 5 - Deliberative Process

Troy Hill  
Management Division  
EPA Region 6  
214-665-6647  
[Hill.Troy@epa.gov](mailto:Hill.Troy@epa.gov)



Message

**From:** Milton, Laura [Milton.Laura@epa.gov]  
**Sent:** 5/31/2017 3:38:20 PM  
**To:** Schulman, Marvin [Schulman.Marvin@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**CC:** Badalamente, Mark [Badalamente.Mark@epa.gov]  
**Subject:** RE: Help with tables  
**Attachments:** V-V Business Case OECA May 2017.docx

Got it and thanks. Our targeted population is the [redacted] positions identified on the spreadsheet; it does not include [redacted] or SES positions so I am reflecting that. Here is the revised submission. Note that total savings remain the same.

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

---

**From:** Schulman, Marvin  
**Sent:** Wednesday, May 31, 2017 11:11 AM  
**To:** Milton, Laura <Milton.Laura@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Cc:** Badalamente, Mark <Badalamente.Mark@epa.gov>  
**Subject:** RE: Help with tables

Hi Laura –

Q: **Ex. 5 - Deliberative Process**

A:

Ex. 5 - Deliberative Process

Q

**Ex. 5 - Deliberative Process**

Ex. 5 - Deliberative Process

A:

Ex. 5 - Deliberative Process

Marvin

---

**From:** Milton, Laura  
**Sent:** Wednesday, May 31, 2017 8:44 AM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Cc:** Badalamente, Mark <Badalamente.Mark@epa.gov>  
**Subject:** FW: Help with tables

Marvin/Loretta, please help.

**Ex. 5 - Deliberative Process**



**Ex. 5 - Deliberative Process**

# Ex. 5 - Deliberative Process

Laura Milton, PMO  
Administrative Management Division  
OECA/Office of Administration and Policy  
US Environmental Protection Agency  
Phone: 202-564-6017  
[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

---

**From:** Hunt, Loretta  
**Sent:** Tuesday, May 23, 2017 4:19 PM  
**To:** Milton, Laura <[Milton.Laura@epa.gov](mailto:Milton.Laura@epa.gov)>  
**Cc:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** RE: Help with tables

Laura,

## Ex. 5 - Deliberative Process

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** Milton, Laura  
**Sent:** Tuesday, May 23, 2017 3:46 PM  
**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** Help with tables

Hi Loretta,

**Ex. 5 - Deliberative Process**

## Ex. 5 - Deliberative Process

**Ex. 5 - Deliberative Process**

appreciate any guidance you can provide.

Sent from my Windows Phone

**To:** Parker, Gary[parker.gary@epa.gov]; Kuhns, Jason[Kuhns.Jason@epa.gov]; Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Fri 5/19/2017 3:13:51 PM  
**Subject:** FW: Workforce Reshaping follow up  
OECA VERA VSIP Major Themes.xlsx

Seven—I bet they’re glad to have this done LOL!

**From:** Badalamente, Mark  
**Sent:** Friday, May 19, 2017 11:11 AM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Milton, Laura <Milton.Laura@epa.gov>; Starfield, Lawrence <Starfield.Lawrence@epa.gov>  
**Subject:** RE: Workforce Reshaping follow up

Donna and Debbi –

Attached is OECA’s completed “theme and appropriation” spreadsheet for the possible VERA/VSIP. Please let me or Laura Milton (OECA’s PMO) know if you need anything further or have any questions.

Thanks!

\*\*\*\*\*

Mark Badalamente  
Acting Deputy Assistant Administrator for Management  
Senior Resource Official (SRO)  
Senior Information Official (SIO)  
Office of Enforcement and Compliance Assurance

US Environmental Protection Agency

William Jefferson Clinton Building

Room 3235 South

Office: 202-564-4673

Mobile: Ex. 6 - Personal Privacy

**From:** Vizian, Donna

**Sent:** Friday, May 12, 2017 3:57 PM

**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>

**Cc:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>

**Subject:** Workforce Reshaping follow up

Hi Everyone,

## Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Two other things:

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

OPM's revised VSIP template addresses safe positions (attached, pg. 2, first paragraph):

*The agency's targeted population chart, "... may include additional categories of employees beyond those whose positions are directly targeted for elimination/restructuring (i.e., positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated.)*

## Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Enjoy the weekend.

Donna

Message

---

**From:** Showman, John [Showman.John@epa.gov]  
**Sent:** 5/23/2017 6:19:26 PM  
**To:** Hart, Debbi [Hart.Debbi@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Themes

??? I see "Restructure to focus on STEM/programmatic priorities" but don't have any more details? Can you help?

-----Original Message-----

From: McDonald, James  
Sent: Tuesday, May 23, 2017 2:16 PM  
To: Showman, John <Showman.John@epa.gov>  
Subject: Themes

What does the STEM theme mean for our V/V process?

Sent from my iPhone

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 6/16/2017 9:20:32 PM  
**To:** McNeal, Detha [McNeal.Detha@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; Kuhns, Jason [Kuhns.Jason@epa.gov]  
**Subject:** FW: VERA/VSIP

**Importance:** High

Etha—can you get from Tony exactly how R10's template should be updated to reflect that change? Should Jason contact him directly?

---

**From:** Barber, Anthony  
**Sent:** Friday, June 16, 2017 5:16 PM  
**To:** McNeal, Detha <McNeal.Detha@epa.gov>  
**Cc:** Harmon, Russell <Harmon.Russell@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** Re: VERA/VSIP

Please disregard my previous reply. I finally read your message better.

## Ex. 5 - Deliberative Process

Sent from my iPhone

On Jun 16, 2017, at 14:00, McNeal, Detha <McNeal.Detha@epa.gov> wrote:

Hi Russell,

I'm not sure if Anthony is available, perhaps you can help with the issue below.

---

**From:** McNeal, Detha  
**Sent:** Friday, June 16, 2017 4:52 PM  
**To:** Barber, Anthony <Barber.Anthony@epa.gov>  
**Subject:** VERA/VSIP

Good afternoon Anthony,

I'm hoping that you're available to clarify something with R10's business case.

## Ex. 5 - Deliberative Process

### Ex. 5 - Deliberative Process

## **Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

Detha McNeal

Human Resources Specialist

Policy and Accountability Branch

Policy, Planning and Training Division

Office of Human Resources

U.S. EPA

(202) 564-6707



Message

---

**From:** Breneman, Sara [breneman.sara@epa.gov]  
**Sent:** 5/30/2017 3:18:37 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**CC:** McNeal, Detha [McNeal.Detha@epa.gov]; Sanders, Amy [Sanders.Amy@epa.gov]; Parker, Gary [parker.gary@epa.gov]  
**Subject:** RE: Region 5 VERA/VSIP input  
**Attachments:** Attachments 1 and 2 - EPA Region 5 Org Charts.5-30-17.pptx

Linda,

**Ex. 5 - Deliberative Process**

Ex. 5 - Deliberative Process

Please see the attached.

Thanks,  
Sara

---

**From:** Hunt, Loretta  
**Sent:** Tuesday, May 30, 2017 9:59 AM  
**To:** Breneman, Sara <breneman.sara@epa.gov>  
**Cc:** McNeal, Detha <McNeal.Detha@epa.gov>; Sanders, Amy <Sanders.Amy@epa.gov>; Parker, Gary <parker.gary@epa.gov>  
**Subject:** FW: Region 5 VERA/VSIP input

Sara,

The business case looks sound;

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Thanks.

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** Hart, Debbi  
**Sent:** Wednesday, May 24, 2017 3:29 PM  
**To:** Parker, Gary <parker.gary@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Willig, Jeanine <willig.jeanine@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>  
**Subject:** FW: Region 5 VERA/VSIP input

R5 for five.

---

**From:** Sanders, Amy  
**Sent:** Wednesday, May 24, 2017 2:55 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>

Cc: Breneman, Sara <breneman.sara@epa.gov>

Subject: Region 5 VERA/VSIP input

Debbi,

Please find attached R5's VERA/VSIP input. As previously mentioned, our word document exceeds two pages, as we are

**Ex. 5 - Deliberative Process**

We want to ensure that those distinctions are preserved (either on a spreadsheet or in the write up), if there is a final VERA/VSIP approved to move forward to OPM, to ensure maximum flexibility post VERA/VSIP to meet mission needs. Please contact Sara Breneman with any questions/edits at 312-886-0243 or [breneman.sara@epa.gov](mailto:breneman.sara@epa.gov).

Thanks,

Amy Sanders  
Acting, Assistant Regional Administrator  
U.S. EPA, Region 5  
Resources Management Division  
77 W Jackson Blvd  
Chicago, IL 60604  
Email: [sanders.amy@epa.gov](mailto:sanders.amy@epa.gov)  
Office: (312) 353-9196  
Office Fax: (312) 353-1517

---

**From:** Hart, Debbi

**Sent:** Tuesday, May 23, 2017 3:45 PM

**To:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>

**Cc:** Hitchens, Lynnann <[hitchens.lynnann@epa.gov](mailto:hitchens.lynnann@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>; Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>

**Subject:** FW: EPA Workforce Reshaping Information

**Importance:** High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

1. **Ex. 5 - Deliberative Process**

2.

3.

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

List of Attachments

1. **Ex. 5 - Deliberative Process**

2.

3.

## Ex. 5 - Deliberative Process

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017**.

1.  
2.  
3.

## Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

### List of Attachments

1.

Ex. 5 - Deliberative Process

2.

3.

4.

5.

## **Ex. 5 - Deliberative Process**

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/19/2017 2:57:01 PM  
**To:** Parker, Gary [parker.gary@epa.gov]; Kuhns, Jason [Kuhns.Jason@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: ORD VERA VSIP template  
**Attachments:** VERA VSIP Major Themes (003).xlsx

**Importance:** High

Six

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**From:** Radzikowski, Mary Ellen  
**Sent:** Friday, May 19, 2017 10:43 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>  
**Cc:** Robbins, Chris <Robbins.Chris@epa.gov>; Blackburn, Elizabeth <Blackburn.Elizabeth@epa.gov>  
**Subject:** ORD VERA VSIP template  
**Importance:** High

Attached please find ORD's VERA VSIP data. Please let me know if you have any questions.

Thanks.

Mary Ellen Radzikowski  
Acting Associate Assistant Administrator  
Office of Research and Development  
[Radzikowski.maryellen@epa.gov](mailto:Radzikowski.maryellen@epa.gov)  
202 564 6757

Message

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**From:** McManus, Catharine [mcmanus.catharine@epa.gov]  
**Sent:** 6/2/2017 7:12:55 PM  
**To:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; McNeal, Detha [McNeal.Detha@epa.gov]; Burrows, Eileen [BURROWS.EILEEN@EPA.GOV]  
**Subject:** RE: EPA Workforce Reshaping Information  
**Attachments:** Copy of R3 Targeted Positions Template - revised 6.1.17.xlsx; R3 Business Case-update 6.1.17.docx

Marvin-

I have revised the business case as you advised and I have attached again the updated spreadsheet correcting the errors. Please let me know if you need anything else. Have a nice weekend. Kate

---

**From:** McManus, Catharine  
**Sent:** Thursday, June 01, 2017 1:34 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>; Eileen Burrows <Burrows.Eileen@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Thanks Marvin. **Ex. 5 - Deliberative Process** I have fixed it as noted below and attached the corrected spreadsheet. Will wait for your direction before I revise the business case. Thank you. Kate

---

**From:** Schulman, Marvin  
**Sent:** Thursday, June 01, 2017 1:06 PM  
**To:** McManus, Catharine <mcmanus.catharine@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Hi Cathy

Ive had a chance to look over Region 3's V/V package and have the following comments to offer:

Business case

- **Ex. 5 - Deliberative Process**

Marvin-

**Ex. 5 - Deliberative Process**

Budget information

- 
- **Ex. 5 - Deliberative Process**
-

Assumptions

## Ex. 5 - Deliberative Process

Please let me know if you have any follow up questions or concerns

THANK YOU!

Marvin  
X7778

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**From:** Hunt, Loretta  
**Sent:** Thursday, June 01, 2017 11:50 AM  
**To:** Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Kuhns, Jason <[Kuhns.Jason@epa.gov](mailto:Kuhns.Jason@epa.gov)>  
**Cc:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>; McNeal, Detha <[McNeal.Detha@epa.gov](mailto:McNeal.Detha@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information

FYI

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** McManus, Catharine  
**Sent:** Wednesday, May 31, 2017 3:26 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Burrows, Eileen <[BURROWS.EILEEN@EPA.GOV](mailto:BURROWS.EILEEN@EPA.GOV)>  
**Subject:** FW: EPA Workforce Reshaping Information

Debbi-

## Ex. 5 - Deliberative Process

Kate

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**From:** McManus, Catharine  
**Sent:** Wednesday, May 24, 2017 4:51 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Krakowiak, John <[Krakowiak.John@epa.gov](mailto:Krakowiak.John@epa.gov)>  
**Subject:** RE: EPA Workforce Reshaping Information

Debbi-

Attached is Region III's submission. We have not included organizational charts because we are not proposing to reorganize. I have included an updated Themes spreadsheet which reflects a change requested by Senior leadership. Please let me know if you have any questions or need further information. Thanks. Kate

**From:** Hart, Debbi  
**Sent:** Tuesday, May 23, 2017 4:45 PM  
**To:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>  
**Cc:** Hitchens, Lynnann <[hitchens.lynnann@epa.gov](mailto:hitchens.lynnann@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>; Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

1.  
2. **Ex. 5 - Deliberative Process**  
3.

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

List of Attachments

1.  
2. **Ex. 5 - Deliberative Process**  
3.

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*  
**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

HI Everyone,



Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

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Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017**.

- 1.
- 2.
- 3.

## Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

### List of Attachments

- 1.
  - 2.
  - 3.
  - 4.
  - 5.
  6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.
- ## Ex. 5 - Deliberative Process

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 6/16/2017 9:09:59 PM  
**To:** Lindsay, Nancy [Lindsay.Nancy@epa.gov]; Dalrymple, Anne [Dalrymple.Anne@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; McNeal, Detha [McNeal.Detha@epa.gov]  
**Subject:** FW: VERA/VSIP URGENT!!

**Importance:** High

Per v-mail, need your assistance with the discrepancy in your V/V business case (see below). Thanks in advance. Debbi

---

**From:** McNeal, Detha  
**Sent:** Friday, June 16, 2017 5:00 PM  
**To:** Harmon, Russell <Harmon.Russell@epa.gov>  
**Cc:** Barber, Anthony <Barber.Anthony@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** FW: VERA/VSIP

Hi Russell,

I'm not sure if Anthony is available, perhaps you can help with the issue below.

---

**From:** McNeal, Detha  
**Sent:** Friday, June 16, 2017 4:52 PM  
**To:** Barber, Anthony <Barber.Anthony@epa.gov>  
**Subject:** VERA/VSIP

Good afternoon Anthony,

I'm hoping that you're available to clarify something with R10's business case.

The R10 plan states: **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

But then it states a few paragraphs later: **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Detha McNeal  
Human Resources Specialist  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA



**To:** Schulman, Marvin[Schulman.Marvin@epa.gov]  
**Cc:** Allen, Reginald[Allen.Reginald@epa.gov]; Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Lesperance, Twanna  
**Sent:** Wed 5/31/2017 9:00:13 PM  
**Subject:** RE: EPA/AO - Workforce Reshaping Information (VERA/VSIP submission)

## Ex. 5 - Deliberative Process

Marvin,

Attached is the modified Ex. 5 - Deliberative Process per our discussion. Please let me know if you have additional questions or need more changes.

Thanks,

Twanna

***Twanna Lesperance, Assistant Director, AMS, PMO***

***Office of Administrative and Executive Services***

***Office of the Administrator, EPA***

***202-564-0419 (Desk)***

***lesperance.twanna@epa.gov***

**From:** Schulman, Marvin  
**Sent:** Wednesday, May 31, 2017 4:23 PM  
**To:** Lesperance, Twanna <Lesperance.Twanna@epa.gov>  
**Cc:** Allen, Reginald <Allen.Reginald@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Subject:** RE: EPA/AO - Workforce Reshaping Information (VERA/VSIP submission)

Twanna –

Following up on our brief phone call. Here are the minor notes re AO's

**Business Case**

# **Ex. 5 - Deliberative Process**

# **Ex. 5 - Deliberative Process**

# Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

### Approved Targeted Positions

As mentioned in the call,

## Ex. 5 - Deliberative Process

Any other questions, please give me a call

Thanks, Twanna!

Marvin

**From:** Hunt, Loretta

**Sent:** Tuesday, May 30, 2017 12:28 PM

**To:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>

**Subject:** FW: EPA/AO - Workforce Reshaping Information (VERA/VSIP submission)

FYA

Loretta L. Hunt

Branch Chief

Policy and Accountability Branch

Policy, Planning and Training Division

Office of Human Resources

U.S. EPA

Phone: (202) 564-6963

Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

**From:** Allen, Reginald

**Sent:** Wednesday, May 24, 2017 5:59 PM

**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>

**Cc:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>; Reeder, John <[Reeder.John@epa.gov](mailto:Reeder.John@epa.gov)>; Lesperance, Twanna <[Lesperance.Twanna@epa.gov](mailto:Lesperance.Twanna@epa.gov)>

**Subject:** RE: EPA/AO - Workforce Reshaping Information (VERA/VSIP submission)

Debbi

Please find attached AO's VERA/VSIP submission.

Best

Reggie

*Reginald E. Allen, SES*

*Assistant Deputy Chief of Staff*

*U.S. Environmental Protection Agency*

*Office 202-564-0444*

*Direct 202-564-1029*

Cell **Ex. 6 - Personal Privacy**

**From:** Hart, Debbi

**Sent:** Tuesday, May 23, 2017 4:45 PM

**To:** OHR PMOs <OHR\_PMOs@epa.gov>; RHRO <RHRO@epa.gov>

**Cc:** Hitchens, Lynnann <hitchens.lynnann@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Showman, John <Showman.John@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>

**Subject:** FW: EPA Workforce Reshaping Information

**Importance:** High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

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1. **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

2. **Ex. 5 - Deliberative Process**



## Ex. 5 - Deliberative Process

3. Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

### List of Attachments

1. Ex. 5 - Deliberative Process

2. Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

3. Ex. 5 - Deliberative Process

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

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Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process
2. 

Ex. 5 - Deliberative Process
3. 

Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta

Hunt.

Best,

Donna

List of Attachments

1. 

Ex. 5 - Deliberative Process
2. 

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process
3. 

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process
4. 

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process
5. 

Ex. 5 - Deliberative Process

**Ex. 5 - Deliberative Process**
6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

-

Message

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**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 6/5/2017 7:13:03 PM  
**To:** Lindsay, Nancy [Lindsay.Nancy@epa.gov]; Parker, Gary [parker.gary@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; Kuhns, Jason [Kuhns.Jason@epa.gov]; Dalrymple, Anne [Dalrymple.Anne@epa.gov]; Barber, Anthony [Barber.Anthony@epa.gov]; Willig, Jeanine [willig.jeanine@epa.gov]; Schulman, Marvin [Schulman.Marvin@epa.gov]; McNeal, Detha [McNeal.Detha@epa.gov]  
**Subject:** RE: Final Decision - Region 10 V/V package

LOL! I do believe that's what you indicated—the May 24<sup>th</sup> submission. I think I've got it... ☺ Debbi

---

**From:** Hart, Debbi  
**Sent:** Monday, June 05, 2017 3:10 PM  
**To:** Lindsay, Nancy <Lindsay.Nancy@epa.gov>; Parker, Gary <parker.gary@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>; Dalrymple, Anne <Dalrymple.Anne@epa.gov>; Barber, Anthony <Barber.Anthony@epa.gov>; Willig, Jeanine <willig.jeanine@epa.gov>; Marvin Schulman <Schulman.Marvin@epa.gov>; McNeal, Detha <McNeal.Detha@epa.gov>  
**Subject:** RE: Final Decision - Region 10 V/V package

OK Nancy—

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Debbi

---

**From:** Lindsay, Nancy  
**Sent:** Monday, June 05, 2017 2:29 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>; Dalrymple, Anne <Dalrymple.Anne@epa.gov>; Barber, Anthony <Barber.Anthony@epa.gov>  
**Subject:** Final Decision - Region 10 V/V package

Debbie & Gary,

## **Ex. 5 - Deliberative Process**

Thank you for your flexibility and patience!  
Nancy

---

**From:** Lindsay, Nancy  
**Sent:** Wednesday, May 31, 2017 7:48 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Hunt, Loretta <Hunt.Loretta@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Kuhns, Jason <Kuhns.Jason@epa.gov>; Dalrymple, Anne <Dalrymple.Anne@epa.gov>; Barber, Anthony <Barber.Anthony@epa.gov>  
**Subject:** Re: R10 V/V submittal

We are submitting a revised package today adding 2 positions. My apologies for not letting you know yesterday!  
Thanks, Nancy

Sent from my iPhone

On May 26, 2017, at 11:01 AM, Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)> wrote:

FYI- Nancy may send and updated package on Tuesday. She will let us know one way or another. Thanks.  
Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

Message

---

**From:** Schulman, Marvin [Schulman.Marvin@epa.gov]  
**Sent:** 5/31/2017 8:39:50 PM  
**To:** Monroe, Scott [Monroe.Scott@epa.gov]; Kutzke, Julie [Kutzke.Julie@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: OAR's VERA/VSIP proposal

Hey Scott.

I only got read-in to this project last Thursday. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

Am including Loretta, in case she has something more substantive to add than I can offer here.

Marvin

---

**From:** Monroe, Scott  
**Sent:** Wednesday, May 31, 2017 4:36 PM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Cc:** Kutzke, Julie <Kutzke.Julie@epa.gov>  
**Subject:** RE: OAR's VERA/VSIP proposal

Hi Marvin,

Yes, thanks, I understand what you mean. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

Our budget lead is out until next week, I'm afraid. We'll try to get this to you ASAP.

Scott

---

**From:** Schulman, Marvin  
**Sent:** Tuesday, May 30, 2017 6:42 PM  
**To:** Monroe, Scott <Monroe.Scott@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Cc:** Parker, Gary <parker.gary@epa.gov>; Kutzke, Julie <Kutzke.Julie@epa.gov>  
**Subject:** RE: OAR's VERA/VSIP proposal

Hey Scott – let me try...

**Ex. 5 - Deliberative Process**

...Does that help?  
Loretta – if I missed something, please chime in – thanks!

Marvin

---

**From:** Monroe, Scott  
**Sent:** Tuesday, May 30, 2017 5:13 PM  
**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Cc:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Kutzke, Julie <[Kutzke.Julie@epa.gov](mailto:Kutzke.Julie@epa.gov)>  
**Subject:** RE: OAR's VERA/VSIP proposal

Hi Loretta,

## Ex. 5 - Deliberative Process

Scott

---

**From:** Hunt, Loretta  
**Sent:** Tuesday, May 30, 2017 12:21 PM  
**To:** Monroe, Scott <[Monroe.Scott@epa.gov](mailto:Monroe.Scott@epa.gov)>  
**Cc:** Schulman, Marvin <[Schulman.Marvin@epa.gov](mailto:Schulman.Marvin@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>  
**Subject:** FW: OAR's VERA/VSIP proposal  
**Importance:** High

Scott,

A minor concern about OAR's submission:

- ## Ex. 5 - Deliberative Process

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** Monroe, Scott  
**Sent:** Wednesday, May 24, 2017 4:13 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Shaw, Betsy <[Shaw.Betsy@epa.gov](mailto:Shaw.Betsy@epa.gov)>; Kutzke, Julie <[Kutzke.Julie@epa.gov](mailto:Kutzke.Julie@epa.gov)>; Monroe, Scott <[Monroe.Scott@epa.gov](mailto:Monroe.Scott@epa.gov)>  
**Subject:** OAR's VERA/VSIP proposal

Hi Debbi,

Please find attached documents constituting OAR's VERA/VSIP proposal, as requested by Acting Assistant Administrator Donna Vizian on April 17. We are not sending organization charts as explained in the proposal. Please contact me or Julie Kutzke (564-2989) with questions or if you need further information.

Scott Monroe  
Program Management Official  
Office of Air and Radiation  
Mail Code 6101A  
Clinton North Room 5435A  
tel: 202-564-1271  
fax: 202-501-0600



**To:** Milton, Laura[Milton.Laura@epa.gov]  
**Cc:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Thur 5/11/2017 7:26:01 PM  
**Subject:** RE: EPA Workforce Reshaping Information

Laura-

We should probably discuss this

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

We will need some specificity to understand your justification. We are slammed at the moment but could we talk early next week? Debbi

**From:** Milton, Laura  
**Sent:** Thursday, May 11, 2017 10:09 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Thank you!

**Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

Laura Milton, PMO

Administrative Management Division

OECA/Office of Administration and Policy

US Environmental Protection Agency

Phone: 202-564-6017

[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

**From:** Hart, Debbi  
**Sent:** Thursday, May 11, 2017 9:52 AM  
**To:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>  
**Cc:** Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information

Hello Again!

FYI—We've been having VERA/VSIP discussions with the ARAs and RHROs over the past couple of days

Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

Thanks. Debbi

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Westenberger, Andrea  
**Sent:** Wednesday, May 10, 2017 11:33 AM  
**To:** ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Deputy ARAs <[Deputy\\_ARAs@epa.gov](mailto:Deputy_ARAs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>  
**Cc:** Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Hitchens, Lynnann <[hitchens.lynnann@epa.gov](mailto:hitchens.lynnann@epa.gov)>; Clifton, Tony <[Clifton.Tony@epa.gov](mailto:Clifton.Tony@epa.gov)>; Young, Kendrick <[Young.Kendrick@epa.gov](mailto:Young.Kendrick@epa.gov)>  
**Subject:** RE: EPA Workforce Reshaping Information

Hello ARAs, DARAs, and HROs,

Per our call with OARM yesterday, attached are two spreadsheets:

1. **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

2. **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Please let me know if you have any questions.

Thanks,

Andrea

**Andrea Westenberger**

Lead Region Coordinator for OCFO & OARM

Regional Planner | Strategic Planning | EPA Region 10

1200 Sixth Avenue, OMP 21-I01

Seattle, WA 98101

(206) 553-6111 (office)

**Ex. 6 - Personal Privacy** (cell)

[westenberger.andrea@epa.gov](mailto:westenberger.andrea@epa.gov)

**From:** Vizian, Donna

**Sent:** Monday, April 17, 2017 2:01 PM

**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>

**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>

**Subject:** EPA Workforce Reshaping Information

**Importance:** High

HI Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, no later than May 24, 2017.**

1. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
2. 

**Ex. 5 - Deliberative Process**
3. 

**Ex. 5 - Deliberative Process**

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,

Donna

List of Attachments

1. 

**Ex. 5 - Deliberative Process**
2. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
3. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
4. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
5. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

-

Message

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 4/20/2017 8:16:17 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: EPA Workforce Reshaping Information  
**Attachments:**

## Ex. 5 - Deliberative Process

**Importance:** High

Loretta-

Did I forward this previously? Can't remember.

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

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- 1.
- 2.
- 3.

## Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,

List of Attachments

- 1.
- 2.
- 3.
- 4.
- 5.

## **Ex. 5 - Deliberative Process**

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Thur 5/11/2017 2:51:48 PM  
**Subject:** FW: EPA Workforce Reshaping Information

See below- I think we need to talk with her. Your thoughts?

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Milton, Laura  
**Sent:** Thursday, May 11, 2017 10:09 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Thank you! Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

Laura Milton, PMO

Administrative Management Division

OECA/Office of Administration and Policy

US Environmental Protection Agency



Phone: 202-564-6017

[milton.laura@epa.gov](mailto:milton.laura@epa.gov)

**From:** Hart, Debbi  
**Sent:** Thursday, May 11, 2017 9:52 AM  
**To:** OHR PMOs <[OHR\\_PMOs@epa.gov](mailto:OHR_PMOs@epa.gov)>  
**Cc:** Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** FW: EPA Workforce Reshaping Information

Hello Again!

FYI—

**Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Westenberger, Andrea  
**Sent:** Wednesday, May 10, 2017 11:33 AM  
**To:** ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Deputy ARAs <[Deputy\\_ARAs@epa.gov](mailto:Deputy_ARAs@epa.gov)>; RHRO <[RHRO@epa.gov](mailto:RHRO@epa.gov)>  
**Cc:** Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Parker, Gary

<parker.gary@epa.gov>; Hitchens, Lynnann <hitchens.lynnann@epa.gov>; Clifton, Tony  
<Clifton.Tony@epa.gov>; Young, Kendrick <Young.Kendrick@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Hello ARAs, DARAs, and HROs,

Per our call with OARM yesterday, attached are two spreadsheets:

1. 

<b>Ex. 5 - Deliberative Process</b>
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<b>Ex. 5 - Deliberative Process</b>
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2. 

<b>Ex. 5 - Deliberative Process</b>
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<b>Ex. 5 - Deliberative Process</b>
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Please let me know if you have any questions.

Thanks,

Andrea

**Andrea Westenberger**

Lead Region Coordinator for OCFO & OARM

Regional Planner | Strategic Planning | EPA Region 10

1200 Sixth Avenue, OMP 21-I01

Seattle, WA 98101

(206) 553-6111 (office)

**Ex. 6 - Personal Privacy** (cell)

[westenberger.andrea@epa.gov](mailto:westenberger.andrea@epa.gov)

**From:** Vizian, Donna

**Sent:** Monday, April 17, 2017 2:01 PM

**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>

**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>

**Subject:** EPA Workforce Reshaping Information

**Importance:** High

HI Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## **Ex. 5 - Deliberative Process**

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that**

will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

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<b>Ex. 5 - Deliberative Process</b>
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<b>Ex. 5 - Deliberative Process</b>
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2. 

<b>Ex. 5 - Deliberative Process</b>
-------------------------------------
3. 

<b>Ex. 5 - Deliberative Process</b>
-------------------------------------

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,

Donna

List of Attachments

1. 

<b>Ex. 5 - Deliberative Process</b>
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2. 

<b>Ex. 5 - Deliberative Process</b>
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<b>Ex. 5 - Deliberative Process</b>
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5. 

<b>Ex. 5 - Deliberative Process</b>
-------------------------------------

<b>Ex. 5 - Deliberative Process</b>
-------------------------------------
6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

-

**To:** OHR PMOs[OHR\_PMOs@epa.gov]  
**Cc:** Parker, Gary[parker.gary@epa.gov]; Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Thur 5/11/2017 1:52:04 PM  
**Subject:** FW: EPA Workforce Reshaping Information

## Ex. 5 - Deliberative Process

Hello Again!

FYI—

## Ex. 5 - Deliberative Process

# Ex. 5 - Deliberative Process

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Westenberger, Andrea  
**Sent:** Wednesday, May 10, 2017 11:33 AM  
**To:** ARA <ARA@epa.gov>; Deputy ARAs <Deputy\_ARAs@epa.gov>; RHRO <RHRO@epa.gov>  
**Cc:** Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Hitchens, Lynnann <hitchens.lynnann@epa.gov>; Clifton, Tony <Clifton.Tony@epa.gov>; Young, Kendrick <Young.Kendrick@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Hello ARAs, DARAs, and HROs,

Per our call with OARM yesterday, attached are two spreadsheets:

1. 

Ex. 5 - Deliberative Process
<b>Ex. 5 - Deliberative Process</b>
2. 

Ex. 5 - Deliberative Process
<b>Ex. 5 - Deliberative Process</b>

Please let me know if you have any questions.

Thanks,

Andrea

**Andrea Westenberger**

Lead Region Coordinator for OCFO & OARM

Regional Planner | Strategic Planning | EPA Region 10

1200 Sixth Avenue, OMP 21-I01

Seattle, WA 98101

(206) 553-6111 (office)

**Ex. 6 - Personal Privacy** (cell)

[westenberger.andrea@epa.gov](mailto:westenberger.andrea@epa.gov)

**From:** Vizian, Donna

**Sent:** Monday, April 17, 2017 2:01 PM

**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

HI Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

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Ex. 5 - Deliberative Process
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Ex. 5 - Deliberative Process
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2. 

Ex. 5 - Deliberative Process
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3. **Ex. 5 - Deliberative Process**

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,

Donna

List of Attachments

1. **Ex. 5 - Deliberative Process**

2. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

3. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

4. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

5. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

-

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/24/2017 7:25:12 PM  
**To:** Soward, Ruth-Alene [Soward.Ruth-Alene@epa.gov]  
**CC:** Hunt, Tracy [Hunt.Tracy@epa.gov]; Freggens, Barbara [Freggens.Barbara@epa.gov]; Kern, Janice [Kern.Janice@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: EPA Workforce Reshaping Information

Ruth—absolutely fine. We already have more than enough to work with so take the time to finalize your package. Thanks for the heads up. Debbi

---

**From:** Soward, Ruth-Alene  
**Sent:** Wednesday, May 24, 2017 2:39 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Hunt, Tracy <Hunt.Tracy@epa.gov>; Freggens, Barbara <Freggens.Barbara@epa.gov>; Kern, Janice <Kern.Janice@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Debbie, I may need to submit our package tomorrow. OCFO has numerous managers out of town attending the Budget Technical Workshop in RTP and I need to run this package by some of them before submitting it to you. I may be able to send you a good draft, with a final version coming tomorrow. I hope that's okay.

Ruth

---

**From:** Hart, Debbi  
**Sent:** Tuesday, May 23, 2017 4:45 PM  
**To:** OHR PMOs <OHR\_PMOs@epa.gov>; RHRO <RHRO@epa.gov>  
**Cc:** Hitchens, Lynnann <hitchens.lynnann@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Parker, Gary <parker.gary@epa.gov>; Showman, John <Showman.John@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>  
**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

All-

Just a reminder of what we are looking for in your VERA/VSIP submission.

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

1. **Two-page summary of your business case** (following the detailed instructions in the VERA/VSIP Business Case Checklist attached- do your best to keep the business case brief)
2. **Completed Targeted Positions Template for your office** (Excel file attached; remember that if you are identifying safe positions they should be noted with an asterisk (\*) in the targeted positions template; please see the attached FAQs for more details on safe positions)
3. **Current and proposed post VERA/VSIP organization chart for your office** (use PowerPoint; org charts should go down to the appropriate level to illustrate the organization's current and proposed organization)

Should you have questions, please contact Debbi Hart or Loretta Hunt- we love hearing from you.

List of Attachments

1. V-V Business Case Checklist – Follow checklist to complete your two-page business case.
2. Targeted Positions Template – Pre-populated with your office's V/V eligibility numbers; complete for your office Targeted Positions (columns F-S).
3. V-V FAQs (defines "safe positions" and provides other helpful information)

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

The attached VERA/VSIP materials is intended to guide your submission of a brief, office-specific business case and a spreadsheet of your targeted positions. Remember that this time around we are looking to compiling all office-specific information into one agency-level business case. Specifically you must review the **VERA/VSIP Checklist** and follow the instructions there to complete your office's 2-page business case. You must also populate the **Targeted Positions Template** Excel file for your office (this spreadsheet is pre-populated with VERA/VSIP eligibility data for your office). The other attached files provide you with VERA/VSIP background information and guidance as you prepare your submittals (see listing and explanation below).

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017**.

1. Two-page summary of your business case (following the detailed instructions in the VERA/VSIP Business Case Checklist attached)
2. Completed Targeted Positions Template for your office (Excel file attached)
3. Current and proposed post VERA/VSIP organization chart for your office

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

#### List of Attachments

1. V-V Business Case Checklist – Follow checklist to complete your two-page business case.
2. Targeted Positions Template – Pre-populated with your office's V/V eligibility numbers; complete for your office Targeted Positions (columns F-S).
3. VERA/VSIP Overview PowerPoint – review for a quick refresh on V/V authorities and a description of this year's submittal process.
4. Guiding Questions – suggestions for workforce reshaping drivers, skill set needs and other items to consider as you develop your business case.
5. Example Theme and Justifications – an example theme focused on reducing the number of nonsupervisory, high-graded (i.e., GS 13, 14 and 15) positions and a listing of past V/V justifications.
6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Schulman, Marvin  
**Sent:** Fri 6/2/2017 2:54:48 PM  
**Subject:** RE: Office of Water's VERA/VSIP Submission

I've looked these over...except for them leaving out the VSIP and annual leave costs from the second budget table, this looks good too!

(Going to work on the cincy package now)

**From:** Hunt, Loretta  
**Sent:** Friday, June 02, 2017 10:13 AM  
**To:** Schulman, Marvin <Schulman.Marvin@epa.gov>  
**Subject:** Fw: Office of Water's VERA/VSIP Submission

FYI

---

**From:** Hart, Debbi  
**Sent:** Thursday, May 25, 2017 5:37 PM  
**To:** Parker, Gary; Kuhns, Jason; Willig, Jeanine; Hunt, Loretta  
**Subject:** FW: Office of Water's VERA/VSIP Submission

That's 18

**From:** Torrez, Alfredo  
**Sent:** Thursday, May 25, 2017 4:00 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Shapiro, Mike <Shapiro.Mike@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>; Best-Wong, Benita <Best-Wong.Benita@epa.gov>; OW Deputy Office Directors <OWDeputyOfficeDirectors@epa.gov>; Stevens, Robert <Stevens.Robert@epa.gov>; Fontaine, Tim <Fontaine.Tim@epa.gov>  
**Subject:** Office of Water's VERA/VSIP Submission

Debbi,

Attached the Office of Water's VERA/VSIP package. Included in our submission is:

- Two-page narrative justification with budget information
- Attachment 1 – Targeted Positions and Maximum Number of VSIPs
- Attachment 2 – Org Chart Post VERA/VSIP
- Attachment 3 – Targeted Positions Template
- Attachment 4 – Projected Costs and Savings

Please feel free to contact me if you have questions.

Alfredo Torrez, Associate Director and

OW Program Management Official

Management and Operations Staff

Office of Water, Office of the Assistant Administrator

U.S. Environmental Protection Agency

Room 3311C WJC East (4101M)

Phone: (202) 564-6621 Mobile: Ex. 6 - Personal Privacy

Fax: (202) 564-0500

Email: [torrez.alfredo@epa.gov](mailto:torrez.alfredo@epa.gov)

Please consider the environment before printing this email.

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**To:** Atkinson, Ryan[Atkinson.Ryan@epa.gov]; Engebretson, Lizabeth[Engebretson.Lizabeth@epa.gov]; Hunt, Loretta[Hunt.Loretta@epa.gov]  
**Cc:** Jones, Gladys[Jones.Gladys@epa.gov]; Taylor, Jeremy[Taylor.Jeremy@epa.gov]  
**From:** Bonner, Jerome  
**Sent:** Thur 5/4/2017 7:17:11 PM  
**Subject:** RE: Lateral Reassignments to Supervisory Position

I am not aware that we have a standard practice, but if the candidate has successfully served in a supervisory position and meet qualification/eligibility requirements I don't see any issues with the reassignment.

**Jerome W. Bonner**

**Environmental Protection Agency**

**Office of Administration and Resources Management - Cincinnati**

**Director, Human Resources**

**Cincinnati Human Resources Shared Service Center**

**Tel: 513.569.7950**

**Mobile:** Ex. 6 - Personal Privacy

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**From:** Atkinson, Ryan



**Sent:** Thursday, May 04, 2017 1:12 PM  
**To:** Engebretson, Lizabeth <Engebretson.Lizabeth@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>; Bonner, Jerome <Bonner.Jerome@epa.gov>  
**Cc:** Jones, Gladys <Jones.Gladys@epa.gov>; Taylor, Jeremy <Taylor.Jeremy@epa.gov>  
**Subject:** RE: Lateral Reassignments to Supervisory Position

Thanks for responding Liz, yes that is correct we are doing the same here in RTP.

Ryan Atkinson

Deputy Director

US EPA, HRMD, RTP

Phone: 919-541-2425

Fax: 919-541-1360



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**From:** Engebretson, Lizabeth  
**Sent:** Thursday, May 04, 2017 1:10 PM  
**To:** Hunt, Loretta <Hunt.Loretta@epa.gov>; Bonner, Jerome <Bonner.Jerome@epa.gov>; Atkinson, Ryan <Atkinson.Ryan@epa.gov>  
**Cc:** Jones, Gladys <Jones.Gladys@epa.gov>; Taylor, Jeremy <Taylor.Jeremy@epa.gov>  
**Subject:** RE: Lateral Reassignments to Supervisory Position

**Importance:** High

Loretta,

I am responding, without the opportunity to discuss with Ryan/Jeremy and Jerome in advance.

## **Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

Ryan/Jerome,

Is there such a standard practice in your SSCs? For LV, we would determine quals, and use a supervisory probationary period if the reassigned individual had not previously met the requirement.

Thank you.

Regards,

Liz

## Lizabeth J. Engebretson

Director, Las Vegas HR Shared Service Center  
U.S. Environmental Protection Agency, OARM-Cincinnati

Human Resources Management Division – SSC Las Vegas (Team Vegas)

4220 S. Maryland Parkway, Building A, Suite 100 ♦ Las Vegas, NV 89119-7528

Phone: (702) 798-2432 **Ex. 6 - Personal Privacy** (702) 798-2416 ♦ Email: [engebretson.lizabeth@epa.gov](mailto:engebretson.lizabeth@epa.gov)

### Please consider the environment before printing this message

Information in this message may be subject to the Privacy Act (5 USC 522a) and should be treated accordingly. The information is intended only for the person or entity to which it is addressed and may contain confidential and/or privileged material. Any review, re-transmission, dissemination or other use of, or taking any action in reliance upon of this information by persons or entities other than the intended recipient is prohibited. If you have received this email and/or attachment(s) in error, do not open the attachment(s) and contact the sender and delete the material from any computer.

**From:** Hunt, Loretta

**Sent:** Wednesday, May 03, 2017 4:06 PM

**To:** Bonner, Jerome <[Bonner.Jerome@epa.gov](mailto:Bonner.Jerome@epa.gov)>; Engebretson, Lizabeth <[engebretson.lizabeth@epa.gov](mailto:engebretson.lizabeth@epa.gov)>; Atkinson, Ryan <[Atkinson.Ryan@epa.gov](mailto:Atkinson.Ryan@epa.gov)>

**Cc:** Jones, Gladys <[Jones.Gladys@epa.gov](mailto:Jones.Gladys@epa.gov)>

**Subject:** FW: Lateral Reassignments to Supervisory Position

SSC Directors,

I didn't want to answer without knowing your standard practice. Please see Louise's question below. Do you require competition in all such cases or are noncompetitive reassignments processed if the non-supervisory candidate has: 1) previously held a supervisory position in the federal service; and 2) meets quals?

Thanks.

Loretta L. Hunt

Branch Chief

Policy and Accountability Branch

Policy, Planning and Training Division

Office of Human Resources

U.S. EPA

Phone: (202) 564-6963

Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

**From:** Kitamura, Louise

**Sent:** Monday, May 01, 2017 10:54 AM

**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>

**Cc:** McClendon, Michelle <[McClendon.Michelle@epa.gov](mailto:McClendon.Michelle@epa.gov)>

**Subject:** Lateral Reassignments to Supervisory Position

Hi Loretta,

Thanks for looking into this. Talent Hub is preparing to launch the Lateral Reassignments module, and we need to ensure we provide appropriate guidance to employees and hiring managers.

My understanding is that a person who is serving in a non-supervisory position cannot apply to a supervisory position (assuming they meet the grade eligibility). Can you help shed some light on whether that is true for all cases, e.g., even if a person had served the probationary period for a supervisor in a previous job.

It would be helpful to have the full explanation so that we can post it on Talent Hub as agency guidelines.

Thanks so much!

*Louise Kitamura*

*Civil Rights, Diversity and Inclusion Advisor (Acting)*

*Office of Water*

*(o) 202-564-1731*

*(c)* Ex. 6 - Personal Privacy

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]; Parker, Gary[parker.gary@epa.gov]; Kuhns, Jason[Kuhns.Jason@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Fri 5/19/2017 7:46:13 PM  
**Subject:** FW: Major Themes - Region 4  
R4 VERA VSIP Major Themes.xlsx

Lucky 13!

**From:** Eubanks, Kristy  
**Sent:** Friday, May 19, 2017 2:36 PM  
**To:** Vizian, Donna <Vizian.Donna@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Tellis, Vickie <Tellis.Vickie@epa.gov>; Mills, Keith <Mills.Keith@epa.gov>; Schwartz, Barbara <Schwartz.Barbara@epa.gov>; Bailey, Rhonda <Bailey.Rhonda@epa.gov>  
**Subject:** Major Themes - Region 4  
**Importance:** High

Donna and Debbi,

On behalf of Vickie Tellis I am submitting Region 4's VERA VSIP Major Themes. Please see the attached chart. If you have any questions please do not hesitate to contact us. Thanks -  
Kristy

Kristy H. Eubanks

Comptroller

US EPA – Region 4

404-562-8039 (Work)

**Ex. 6 - Personal Privacy**

**From:** Bailey, Rhonda  
**Sent:** Friday, May 19, 2017 1:18 PM  
**To:** Eubanks, Kristy <Eubanks.Kristy@epa.gov>

**Cc:** Tellis, Vickie <Tellis.Vickie@epa.gov>; Mills, Keith <Mills.Keith@epa.gov>; Schwartz, Barbara <Schwartz.Barbara@epa.gov>; Wootson, Renee <Wootson.Renee@epa.gov>; Williams, Delphine D. <Williams.Delphine@epa.gov>  
**Subject:** RE: Workforce Reshaping follow up  
**Importance:** High

Kristy

Attached is the revised spreadsheet due to HQs today. Renee and I QC'd to ensure we agreed on the numbers. We both concluded that the total should be 26 vice 27. In addition, all should fall in the column "Across Multiple Appropriations."

Lastly, the spreadsheet is to be sent to Debbie Hart and Donna Vizian. See Donna's message below. If you need anything further please let me know.

***Rhonda B. Bailey***

Office of Policy and Management

Office of Human Capital Management

U.S. Environmental Protection Agency, Region 4  
Sam Nunn Atlanta Federal Center  
61 Forsyth St. SW

Atlanta, GA 30303  
Office 404.562.9442

***Until we M.E.E.T. Make time to discuss, Explore differences, Encourage respect, and Take responsibility.***

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**From:** Vizian, Donna

**Sent:** Friday, May 12, 2017 3:57 PM

**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>

**Cc:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Parker, Gary <[parker.gary@epa.gov](mailto:parker.gary@epa.gov)>; Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>

**Subject:** Workforce Reshaping follow up

Hi Everyone,

Following up on our Wednesday conversation, we reviewed the themes and combined the restructuring of non-supervisory positions and restructuring of supervisory positions into one theme. I am attaching the table of the revised themes. There are now 6. Our next step is to estimate the number of positions in the pool and number of offers we would accept by theme and appropriation. If you have a position that crosses multiple appropriations, please indicate as such by using the "Across Multiple Appropriations" column along with specific details in the "Comments" column. Please remember that this is an **estimate** to be used to show the potential outcome to the policy team. If the decision is to proceed, we will ask you to provide detailed information that will lead to your final number. Please complete the attached spreadsheet **by May 19<sup>th</sup>** and send it to Debbi Hart and me. Remember, you do not need to participate in every theme.

If we move to the implementation stage, the next step will be to complete a template for your office and identify positions in the pool. We will resend that information and Debbi will be available to assist your staff with completing the information. OARM would then use this information to develop one business case for the agency. We will also begin working on a communication plan should we get the green light to proceed.



Two other things: I am attaching FAQs for your information and below is information on “safe positions.”

OPM’s revised VSIP template addresses safe positions (attached, pg. 2, first paragraph):

*The agency’s targeted population chart, “. . . may include additional categories of employees beyond those whose positions are directly targeted for elimination/restructuring (i.e., positions that are not the main focus for reduction/restructuring/elimination, but which are included in the VSIP offering only to the extent that they may provide a placement for an employee whose position will be reduced/restructured/eliminated.)*

The “safe position” option assumes the employees who remain would meet the qualifications for the “safe” positions. “Safe positions” do not have to be restructured if vacated. OPM recognizes that VERA and VSIP are voluntary attrition authorities and that not every employee in a targeted position is able/wants to retire and/or resign. As with other federal workforce restructuring authorities (e.g., RIF), the agency has the ability to reassign employees to minimize the impact of its restructuring efforts.

The use of MP procedures would negate the purpose of designating a “safe position” since: the agency would be unable to limit the area of consideration to just employees whose positions were targeted for restructuring/elimination; and management has the right to select or not select from a group of certified eligibles. Also, it could be perceived V-V is being used to move people out in order to promote others.

Enjoy the weekend.

Donna



Message

---

**From:** Martinez, Gwendolyn [Martinez.Gwendolyn@epa.gov]  
**Sent:** 5/19/2017 6:59:06 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: EPA Workforce Reshaping Information

Thank you Loretta!

---

**From:** Hunt, Loretta  
**Sent:** Friday, May 19, 2017 2:52 PM  
**To:** Martinez, Gwendolyn <Martinez.Gwendolyn@epa.gov>  
**Cc:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** Fw: EPA Workforce Reshaping Information  
**Importance:** High

Gwen, per our conversation.

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, no later than May 24, 2017.

1.

### Ex. 5 - Deliberative Process

2.  
3.

**Ex. 5 - Deliberative Process**

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

List of Attachments

1.  
2.  
3.  
4.  
5.
- Ex. 5 - Deliberative Process**
6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

**To:** Parker, Gary[parker.gary@epa.gov]; Hunt, Loretta[Hunt.Loretta@epa.gov]; Kuhns, Jason[Kuhns.Jason@epa.gov]; Willig, Jeanine[willig.jeanine@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Fri 5/26/2017 3:25:05 PM  
**Subject:** FW: EPA Workforce Reshaping Information

## Ex. 5 - Deliberative Process

## Ex. 5 - Deliberative Process

**From:** Hitchens, Lynnann  
**Sent:** Friday, May 26, 2017 10:49 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Vizian, Donna <Vizian.Donna@epa.gov>; Showman, John <Showman.John@epa.gov>; Lemley, Lauren <Lemley.Lauren@epa.gov>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Debbi - Ex. 5 - Deliberative Process Thanks,

Lynnann

Lynnann Hitchens

Acting Director, Office of Resources, Operations and Management

Office of Administration and Resources Management

P: 202-564-3184

M: Ex. 6 - Personal Privacy

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:26 PM  
**To:** Hitchens, Lynnann <hitchens.lynnann@epa.gov>  
**Cc:** Showman, John <Showman.John@epa.gov>

**Subject:** FW: EPA Workforce Reshaping Information  
**Importance:** High

Wanted you to know that I shared this with the ARAs. Let's talk about what you should communicate to them tomorrow. We also need a lead for our package. Should that be Dan? Jan? you?

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; Brincks, Mike <[brincks.mike@epa.gov](mailto:brincks.mike@epa.gov)>; Buhl, Rick <[Buhl.Rick@epa.gov](mailto:Buhl.Rick@epa.gov)>; Carter, Rick <[Carter.Rick@epa.gov](mailto:Carter.Rick@epa.gov)>; Esher, Diana <[Esher.Diana@epa.gov](mailto:Esher.Diana@epa.gov)>; Graves, Kimberly <[graves.kimberly@epa.gov](mailto:graves.kimberly@epa.gov)>; Harmon, Russell <[Harmon.Russell@epa.gov](mailto:Harmon.Russell@epa.gov)>; Helm, Arron <[Helm.Arron@epa.gov](mailto:Helm.Arron@epa.gov)>; Kenyon, Michael <[Kenyon.Michael@epa.gov](mailto:Kenyon.Michael@epa.gov)>; Lapierre, Kenneth <[lapierre.kenneth@epa.gov](mailto:lapierre.kenneth@epa.gov)>; Lindsay, Nancy <[Lindsay.Nancy@epa.gov](mailto:Lindsay.Nancy@epa.gov)>; Manna, Richard <[Manna.Richard@epa.gov](mailto:Manna.Richard@epa.gov)>; McDonald, James <[McDonald.James@epa.gov](mailto:McDonald.James@epa.gov)>; McIlwain, Serena <[McIlwain.Serena@epa.gov](mailto:McIlwain.Serena@epa.gov)>; Newton, Cheryl <[Newton.Cheryl@epa.gov](mailto:Newton.Cheryl@epa.gov)>; Sanders, Amy <[Sanders.Amy@epa.gov](mailto:Sanders.Amy@epa.gov)>; Tellis, Vickie <[Tellis.Vickie@epa.gov](mailto:Tellis.Vickie@epa.gov)>; Westenberger, Andrea <[Westenberger.Andrea@epa.gov](mailto:Westenberger.Andrea@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

#### Ex. 5 - Deliberative Process

# Ex. 5 - Deliberative Process

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

1. 

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process
2. 

Ex. 5 - Deliberative Process
3. 

Ex. 5 - Deliberative Process

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,

Donna

## List of Attachments

1. 

Ex. 5 - Deliberative Process
2. 

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

3. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

4. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

5. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

-



Message

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**From:** Graf, Kate [Graf.Kate@epa.gov]  
**Sent:** 5/30/2017 5:45:59 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**CC:** Schulman, Marvin [Schulman.Marvin@epa.gov]; Parker, Gary [parker.gary@epa.gov]; Berkley, Bruce [Berkley.Bruce@epa.gov]  
**Subject:** RE: OCSPP Business Case - REVISED

Loretta,

## Ex. 5 - Deliberative Process

Kate

---

**From:** Hunt, Loretta  
**Sent:** Tuesday, May 30, 2017 11:59 AM  
**To:** Graf, Kate <Graf.Kate@epa.gov>  
**Cc:** Schulman, Marvin <Schulman.Marvin@epa.gov>; Parker, Gary <parker.gary@epa.gov>  
**Subject:** FW: OCSPP Business Case - REVISED  
**Importance:** High

Kate,

We have a few comments on OCSPP's submission.

- 
- 
- 

## Ex. 5 - Deliberative Process

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

---

**From:** Graf, Kate  
**Sent:** Thursday, May 25, 2017 9:36 AM  
**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Cc:** Cleland-Hamnett, Wendy <[Cleland-Hamnett.Wendy@epa.gov](mailto:Cleland-Hamnett.Wendy@epa.gov)>; Wise, Louise <[Wise.Louise@epa.gov](mailto:Wise.Louise@epa.gov)>; Morales, Oscar <[Morales.Oscar@epa.gov](mailto:Morales.Oscar@epa.gov)>; Berkley, Bruce <[Berkley.Bruce@epa.gov](mailto:Berkley.Bruce@epa.gov)>  
**Subject:** FW: OCSPP Business Case - REVISED  
**Importance:** High

Debbi and Loretta,

We had a miscommunication internally and had to fix a couple of things this morning. I've included a revised excel sheet and a revised business case. I've also put on here a track changes version in case you have already begun to work on what I sent in last night.

Thanks,  
Kate

---

**From:** Graf, Kate

**Sent:** Wednesday, May 24, 2017 5:40 PM

**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>

**Cc:** Wise, Louise <[Wise.Louise@epa.gov](mailto:Wise.Louise@epa.gov)>; Cleland-Hamnett, Wendy <[Cleland-Hamnett.Wendy@epa.gov](mailto:Cleland-Hamnett.Wendy@epa.gov)>; Morales, Oscar <[Morales.Oscar@epa.gov](mailto:Morales.Oscar@epa.gov)>; Berkley, Bruce <[Berkley.Bruce@epa.gov](mailto:Berkley.Bruce@epa.gov)>

**Subject:** OCSPP Business Case

Hi Debbi and Loretta,

Attached is our 2 page business case, spreadsheet and org charts.

**Ex. 5 - Deliberative Process**

## **Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**

Please let me know if you have

any questions.

Kate

Kate Graf

PMO

Office of Chemical Safety and Pollution Prevention

202/564-0193

Message

---

**From:** Graf, Kate [Graf.Kate@epa.gov]  
**Sent:** 5/19/2017 6:08:11 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: EPA Workforce Reshaping Information

Thank you.

---

**From:** Hunt, Loretta  
**Sent:** Friday, May 19, 2017 2:04 PM  
**To:** Graf, Kate <Graf.Kate@epa.gov>  
**Subject:** Fw: EPA Workforce Reshaping Information  
**Importance:** High

Guiding questions attached

---

**From:** Hart, Debbi  
**Sent:** Thursday, April 20, 2017 4:16 PM  
**To:** Hunt, Loretta  
**Subject:** FW: EPA Workforce Reshaping Information

Loretta-

Did I forward this previously? Can't remember.

---

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <2017HQfirstassistants@epa.gov>; 2017Regionfirstassistants <2017Regionfirstassistants@epa.gov>  
**Cc:** DAA-Career <DAACareer@epa.gov>; DRA <DRA@epa.gov>; ARA <ARA@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017**.

- 1.
- 2.
- 3.

## **Ex. 5 - Deliberative Process**

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,  
Donna

### List of Attachments

- 1.
- 2.
- 3.
- 4.
- 5.
- 6.

## **Ex. 5 - Deliberative Process**

VERA and VSIP Guides from OPM – provide additional details on the two authorities.

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 4/6/2017 4:49:19 PM  
**To:** Vizian, Donna [Vizian.Donna@epa.gov]  
**Subject:** VERA/VSIP guidance

Is this what you were referencing?

VSIP Guidance

# Ex. 5 - Deliberative Process

VERA Guidance

# Ex. 5 - Deliberative Process

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 3/21/2017 4:03:36 PM  
**To:** Roach, Tim [roach.tim@epa.gov]  
**CC:** Torrez, Alfredo [Torrez.Alfredo@epa.gov]; Schwartz, Barbara [Schwartz.Barbara@epa.gov]; Shanahan, Katherine [Shanahan.Katherine@epa.gov]; Erickson, Amber [Erickson.Amber@epa.gov]; Milton, Laura [Milton.Laura@epa.gov]; Kuhns, Jason [Kuhns.Jason@epa.gov]; Parker, Gary [parker.gary@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: Final OIG VERA-VSIP Report Update

Tim-

Great- thanks for the update! Debbi

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Roach, Tim  
**Sent:** Tuesday, March 21, 2017 10:34 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** Final OIG VERA-VSIP Report Update

Good morning Debbi,

Our final report will be issued by the end of the month. It's been a long process and I thank you for your time and assistance. We updated the final report with the last bit of information you sent, plus what we received from OW. As always, feel free to call or send an e-mail if you have any questions.

Sincerely,

Tim R.

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/8/2017 5:15:15 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: OEI's draft VERA/VSIP themes  
**Attachments:** DRAFT OEI Themes VERA VSIP.docx

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

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**From:** Fine, Steven  
**Sent:** Sunday, May 07, 2017 12:55 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>  
**Cc:** Simon, Harvey <Simon.Harvey@epa.gov>; Maher, Karen <Maher.Karen@epa.gov>; Gutshall, Renee <Gutshall.Renee@epa.gov>; Braxton, Marilyn <Braxton.Marilyn@epa.gov>  
**Subject:** OEI's draft VERA/VSIP themes

Debbi,

Here are OEI's draft VERA/VSIP themes. I apologize these are late.

Steve

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 3/21/2017 2:48:01 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: path forward on the EO for restructuring  
**Attachments:** Workforce ReshapingVV RIF overviewMarch2017.docx

**Importance:** High

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Hart, Debbi  
**Sent:** Tuesday, March 21, 2017 10:27 AM  
**To:** Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>; Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>  
**Cc:** Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Helm, Arron <[Helm.Arron@epa.gov](mailto:Helm.Arron@epa.gov)>  
**Subject:** RE: path forward on the EO for restructuring  
**Importance:** High

Please see attached and let me know if we hit everything.

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

---

**From:** Vizian, Donna  
**Sent:** Tuesday, March 21, 2017 8:01 AM  
**To:** Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>  
**Cc:** Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Helm, Arron <[Helm.Arron@epa.gov](mailto:Helm.Arron@epa.gov)>  
**Subject:** Re: path forward on the EO for restructuring

It would probably be good to give holly some info on what we need to do to prepare for a RIF. Adding Arron since I think he is the one tracking this. Thanks.

On Mar 21, 2017, at 7:22 AM, Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)> wrote:



I've asked Debbi and Loretta to take first stab and get something to me this am. Thanks.

Sent from my iPhone

On Mar 21, 2017, at 6:42 AM, Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)> wrote:

Donna:

Will do.

Wes

---

**From:** Vizian, Donna

**Sent:** Monday, March 20, 2017 9:39 PM

**To:** Showman, John <[Showman.John@epa.gov](mailto:Showman.John@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Carpenter, Wesley <[Carpenter.Wesley@epa.gov](mailto:Carpenter.Wesley@epa.gov)>

**Subject:** Fwd: path forward on the EO for restructuring

Please see below. Can you guys take what you have and turn into a briefing paper for the administrator. Need quickly. Thanks

Begin forwarded message:

**From:** "Greaves, Holly" <[greaves.holly@epa.gov](mailto:greaves.holly@epa.gov)>

**Date:** March 20, 2017 at 9:32:28 PM EDT

**To:** "Vizian, Donna" <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>

**Cc:** "Bloom, David" <[Bloom.David@epa.gov](mailto:Bloom.David@epa.gov)>

**Subject:** Re: path forward on the EO for restructuring

Donna, just a heads up that Ryan has asked for a one pager on the buyout to brief the Administrator before we announce to the AAs. We can discuss tomorrow.

Sent from my iPhone

On Mar 20, 2017, at 6:49 PM, Vizian, Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)> wrote:

Thank you.

On Mar 20, 2017, at 6:45 PM, Greaves, Holly <[greaves.holly@epa.gov](mailto:greaves.holly@epa.gov)> wrote:

Hi Donna, of course! I'll look forward to it.

Holly

Sent from my iPhone

On Mar 20, 2017, at 6:21 PM, Vizian,  
Donna <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)> wrote:

Hi Holly,

I was speaking with  
David this evening  
about how do we  
approach the EOP on  
restructuring. Would it  
be OK if I come to your  
9:00 with David on  
Wednesday so we can  
talk about  
ideas? thanks

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Mon 5/8/2017 5:11:08 PM  
**Subject:** FW: OCFO 1-Page VERA-VSIP Proposal for EPA Workforce Reshaping Information

**Ex. 5 - Deliberative Process**

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

\*\*\*\*\*

**From:** Soward, Ruth-Alene  
**Sent:** Friday, May 05, 2017 5:11 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Vizian, Donna <Vizian.Donna@epa.gov>; OCFO-SR-MGRS <OCFOSRMGRS@epa.gov>; Freggens, Barbara <Freggens.Barbara@epa.gov>; Wright, John <wright.john@epa.gov>; Kern, Janice <Kern.Janice@epa.gov>; Johnson, Earleen <Johnson.Earleen@epa.gov>; Lindsay, Nancy <Lindsay.Nancy@epa.gov>; Dalrymple, Anne <Dalrymple.Anne@epa.gov>; Westenberger, Andrea <Westenberger.Andrea@epa.gov>  
**Subject:** OCFO 1-Page VERA-VSIP Proposal for EPA Workforce Reshaping Information  
**Importance:** High

Debbie, please find attached OCFO's one-page VERA-VSIP proposal as requested in Donna Vizian's April 17, 2017, guidance. Please let us know if you have any questions.

Thanks and have a great weekend!

**Ruth**

Ruth Alene Soward, Director

**From:** Vizian, Donna  
**Sent:** Monday, April 17, 2017 5:01 PM  
**To:** 2017HQfirstassistants <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>; 2017Regionfirstassistants <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** DAA-Career <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>; DRA <[DRA@epa.gov](mailto:DRA@epa.gov)>; ARA <[ARA@epa.gov](mailto:ARA@epa.gov)>; Gray, Linda <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>; Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information  
**Importance:** High

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal that**

will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

1. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
2. 

**Ex. 5 - Deliberative Process**
3. 

**Ex. 5 - Deliberative Process**

Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,

Donna

List of Attachments

1. 

**Ex. 5 - Deliberative Process**
2. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
3. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
4. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
5. 

**Ex. 5 - Deliberative Process**

**Ex. 5 - Deliberative Process**
6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

-

**To:** Hunt, Loretta[Hunt.Loretta@epa.gov]  
**From:** Hart, Debbi  
**Sent:** Mon 5/8/2017 5:08:46 PM  
**Subject:** FW: EPA Workforce Reshaping Information  
AO Reshaping Proposal-Final.docx

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
hart.debbi@epa.gov

\*\*\*\*\*

**From:** Allen, Reginald  
**Sent:** Friday, May 05, 2017 5:10 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Reeder, John <Reeder.John@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>;  
Lesperance, Twanna <Lesperance.Twanna@epa.gov>; Hunt, Loretta <Hunt.Loretta@epa.gov>  
**Subject:** RE: EPA Workforce Reshaping Information

Please find attached AO's Workforce Reshaping Proposal – one pager.

Best

Reggie

*Reginald E. Allen, SES*

*Assistant Deputy Chief of Staff*

*U.S. Environmental Protection Agency*

Office 202-564-0444

Direct 202-564-1029

Cell Ex. 6 - Personal Privacy

**From:** Reeder, John  
**Sent:** Monday, April 17, 2017 8:37 PM  
**To:** Allen, Reginald <[Allen.Reginald@epa.gov](mailto:Allen.Reginald@epa.gov)>; Lesperance, Twanna <[Lesperance.Twanna@epa.gov](mailto:Lesperance.Twanna@epa.gov)>; Cuscino, Glen <[Cuscino.Glen@epa.gov](mailto:Cuscino.Glen@epa.gov)>  
**Subject:** Fwd: EPA Workforce Reshaping Information

Let's discuss tomorrow. Thank you.

Sent from my iPhone

Begin forwarded message:

**From:** "Vizian, Donna" <[Vizian.Donna@epa.gov](mailto:Vizian.Donna@epa.gov)>  
**To:** "2017HQfirstassistants" <[2017HQfirstassistants@epa.gov](mailto:2017HQfirstassistants@epa.gov)>, "2017Regionfirstassistants" <[2017Regionfirstassistants@epa.gov](mailto:2017Regionfirstassistants@epa.gov)>  
**Cc:** "DAA-Career" <[DAACareer@epa.gov](mailto:DAACareer@epa.gov)>, "DRA" <[DRA@epa.gov](mailto:DRA@epa.gov)>, "ARA" <[ARA@epa.gov](mailto:ARA@epa.gov)>, "Gray, Linda" <[gray.linda@epa.gov](mailto:gray.linda@epa.gov)>, "Hart, Debbi" <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** EPA Workforce Reshaping Information

Hi Everyone,

Following up on Mike's message, attached is the material to guide you through your workforce reshaping submission which should focus on your current organizational structure and achieving efficiencies. As we agreed, the first step will be for each NPM to work with the lead region to draft a proposal for their programs where appropriate. The submission should be no more than one page and sent to Debbi Hart with a copy to me by May 5<sup>th</sup>. OARM will compile this information and schedule a meeting for us to discuss. This does not prohibit a reshaping that is specific to your office.

## Ex. 5 - Deliberative Process



# Ex. 5 - Deliberative Process

**Your office submittals will be compiled into one, agency-level VERA/VSIP proposal** that will ultimately be submitted to OPM and OMB for review and approval. Your program or regional office must provide the following documentation to Debbi Hart, director, Policy, Planning and Training Divisions, **no later than May 24, 2017.**

1. 

<b>Ex. 5 - Deliberative Process</b>
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<b>Ex. 5 - Deliberative Process</b>
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2. 

<b>Ex. 5 - Deliberative Process</b>
-------------------------------------
3. 

<b>Ex. 5 - Deliberative Process</b>
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Should you have questions, please contact me at (202) 564-4600 or Linda Gray, director, Office of Human Resources, at (202) 564-4606. Please have your staff contact Debbi Hart or Loretta Hunt.

Best,

Donna

## List of Attachments

1. 

<b>Ex. 5 - Deliberative Process</b>
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<b>Ex. 5 - Deliberative Process</b>
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2. 

<b>Ex. 5 - Deliberative Process</b>
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<b>Ex. 5 - Deliberative Process</b>
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3. **Ex. 5 - Deliberative Process**  
Ex. 5 - Deliberative Process

4. **Ex. 5 - Deliberative Process**  
Ex. 5 - Deliberative Process

5. **Ex. 5 - Deliberative Process**  
**Ex. 5 - Deliberative Process**

6. VERA and VSIP Guides from OPM – provide additional details on the two authorities.

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 3/20/2017 1:41:08 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Policy question

Ex. 5 - Deliberative Process thoughts?

-----Original Message-----

From: Vizian, Donna  
Sent: Monday, March 20, 2017 9:36 AM  
To: Hart, Debbi <Hart.Debbi@epa.gov>  
Subject: RE: Policy question

**Ex. 5 - Deliberative Process**

-----Original Message-----

From: Hart, Debbi  
Sent: Monday, March 20, 2017 9:27 AM  
To: Vizian, Donna <Vizian.Donna@epa.gov>; Gray, Linda <gray.linda@epa.gov>; Showman, John <Showman.John@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>  
Cc: Hunt, Loretta <Hunt.Loretta@epa.gov>  
Subject: RE: Policy question

From Loretta, yes, the 1986 policy's competitive areas are the smallest allowed by reg.

5 CFR 351.402 - Competitive area.

(b) A competitive area must be defined solely in terms of the agency's organizational unit(s) and geographical location and, except as provided in paragraph (e) of this section, it must include all employees within the competitive area so defined. A competitive area may consist of all or part of an agency. The minimum competitive area is a subdivision of the agency under separate administration within the local commuting area.

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
hart.debbi@epa.gov

\*\*\*\*\*

-----Original Message-----

From: Vizian, Donna  
Sent: Friday, March 17, 2017 8:47 AM  
To: Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Showman, John <Showman.John@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>  
Subject: Policy question

GM. I was reading the RIF policy last night. It states that the competing areas as defined in the policy are the smallest allowed per OPM guidance. Ex. 5 - Deliberative Process Could you get me the answer beget 10 on Monday? Thanks much

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 3/17/2017 3:18:49 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Policy question

Per my text. I will take a look too.

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
hart.debbi@epa.gov

\*\*\*\*\*

-----Original Message-----

From: Vizian, Donna  
Sent: Friday, March 17, 2017 8:47 AM  
To: Gray, Linda <gray.linda@epa.gov>; Hart, Debbi <Hart.Debbi@epa.gov>; Showman, John <Showman.John@epa.gov>; Carpenter, Wesley <Carpenter.Wesley@epa.gov>  
Subject: Policy question

GM. I was reading the RIF policy last night. It states that the competing areas as defined in the policy are the smallest allowed per OPM guidance. Ex. 5 - Deliberative Process Could you get me the answer beget 10 on Monday? Thanks much

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 5/17/2017 8:01:18 PM  
**To:** Parker, Gary [parker.gary@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Workforce Reshaping follow up  
**Attachments:** **Ex. 5 - Deliberative Process**

FYI— **Ex. 5 - Deliberative Process**

---

**From:** Lattimore, Kraig  
**Sent:** Wednesday, May 17, 2017 1:56 PM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Cc:** Vizian, Donna <Vizian.Donna@epa.gov>; Packard, Elise <Packard.Elise@epa.gov>  
**Subject:** Workforce Reshaping follow up

Hi Debbi,

Please see OGC's targeted numbers on the attached spreadsheets. Let me know if you need any additional information. Thanks.

Kraig E. Lattimore  
Director, Resource Management Office  
Office of General Counsel  
U.S. Environmental Protection Agency  
202-564-1757

Message

---

**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 4/11/2017 2:06:09 PM  
**To:** Cooper, Marian [Cooper.Marian@epa.gov]; Bell, Matthew [Bell.Matthew@epa.gov]; Gantt, Melissa [Gantt.Melissa@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; Parker, Gary [parker.gary@epa.gov]  
**Subject:** FW: Workforce planning materials  
**Attachments:**

## Ex. 5 - Deliberative Process

ATT00007.htm; vsip\_guide.pdf; ATT00008.htm; vera\_guide.pdf; ATT00009.htm

Ex. 5 - Deliberative Process

Ex. 5 - Deliberative Process

FYI—for 11:00.

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**From:** Hart, Debbi  
**Sent:** Tuesday, April 11, 2017 8:00 AM  
**To:** Showman, John <Showman.John@epa.gov>; Vizian, Donna <Vizian.Donna@epa.gov>  
**Cc:** Carpenter, Wesley <Carpenter.Wesley@epa.gov>; Gray, Linda <gray.linda@epa.gov>  
**Subject:** Workforce planning materials

FYI—here is some material we put together for discussion at today's meeting covering EMC follow ups. Essentially we have V/V eligibility reports for each office, V/V checklists that identify all the pieces that need to be included in the request, guiding questions for folks to consider as they build their respective business case, a list of example justifications from past V/V efforts and a rationale for eliminating/restructuring highly graded nonsupervisory positions that may be relevant today.

We also built a new template for all offices to use for position targeting. I've also attached OPM's updated V/V guides for those that like the details! ☺ Finally, the attached PowerPoint briefing lays out the V/V basics, highlights key features/best practices we learned from the last round and provides an overview of how office-level information will be aggregated into one agency-level business case. I realize this is a lot, but maybe the group can collectively determine how to whittle it down to the most relevant items. Thanks. Debbi

Debbi Hart  
Director

Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

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Message

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**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 7/18/2017 5:59:31 PM  
**To:** Schreefer, Kenneth [Schreefer.Kenneth@epa.gov]  
**CC:** Hunt, Loretta [Hunt.Loretta@epa.gov]; Parker, Gary [parker.gary@epa.gov]; Dean, StevenB [Dean.StevenB@epa.gov]  
**Subject:** OHR Weekly input for PPTD

**Importance:** High

Here you go—thanks!

OHR Weekly

PPTD

Nothing for hot issues

Public Events

- Finalized the agenda for the August 2, 2017, Human Resources Council meeting based on feedback from the two co-chairs (Donna Vizian and James McDonald). The meeting will now be convened in WJCE B-316 from 9:30 AM-5:00 PM EST. Mike Flynn will provide remarks including FY18 priorities.

Past Week Accomplishments

- Received formal approval for the agency's VERA/VSIP business case from OPM/OMB on July 10, 2017; the application window opened on July 13, 2017 and will close on July 26, 2017.
- Received comments on the agency's draft Duty Stations at Other Locations (Remote Reporting) policy on July 14, 2017; comments are currently being incorporated as appropriate.
- Extension of Task Order 14 (Skillport migration from OEI and e-learning development for all mandatory training) was tentatively approved on July 13; some transition costs will be incurred.

Message

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**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 3/30/2017 8:10:32 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: v1 VERA VISP material.docx  
**Attachments:** v1 VERA VISP material.docx

**Importance:** High

This is jacked up! I just spoke with Marian and apparently Matt revised it. I am fixing it now so wait for my edits.

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

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**From:** Cooper, Marian  
**Sent:** Thursday, March 30, 2017 11:54 AM  
**To:** Hart, Debbi <Hart.Debbi@epa.gov>  
**Subject:** v1 VERA VISP material.docx



Message

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**From:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Sent:** 3/2/2017 7:14:45 PM  
**To:** Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** FW: Consultation...

FYI-- this is what I sent earlier which apparently satisfied them. Thoughts? D

-----Original Message-----

From: Hart, Debbi  
Sent: Thursday, March 02, 2017 10:49 AM  
To: Showman, John <Showman.John@epa.gov>  
Subject: RE: Consultation...

## Ex. 5 - Deliberative Process

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
hart.debbi@epa.gov

\*\*\*\*\*

-----Original Message-----

From: Showman, John  
Sent: Thursday, March 02, 2017 9:54 AM  
To: Hart, Debbi <Hart.Debbi@epa.gov>  
Subject: FW: Consultation...

CALL ME .... 564-5341

-----Original Message-----

From: Terris, Carol  
Sent: Thursday, March 02, 2017 9:52 AM  
To: Showman, John <Showman.John@epa.gov>  
Subject: Consultation...

>  
> OMB has asked about assumptions on FTE in 2018

## Ex. 5 - Deliberative Process

>  
> Your thoughts ? Left you a voicemail as well  
>  
> Many thanks!  
>  
> Sent from my iPhone

Message

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**From:** Hunt, Loretta [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=1E5B5B67E200442F8ECACFC0EA2B2771-LHUNT]  
**Sent:** 3/30/2017 1:43:44 PM  
**To:** Hart, Debbi [Hart.Debbi@epa.gov]  
**Subject:** RE: Don't forget to send R6 V/V- thx! (eom)  
**Attachments:** RE: Need all of your final V/V submittals in Word--

Yes, I pulled it from the attached email.

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

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**From:** Hart, Debbi  
**Sent:** Thursday, March 30, 2017 9:27 AM  
**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** RE: Don't forget to send R6 V/V- thx! (eom)

So we believe this to be the approved final business case, right?

Debbi Hart  
Director  
Policy, Planning & Training Division  
OHR, OARM  
USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

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**From:** Hunt, Loretta  
**Sent:** Wednesday, March 29, 2017 5:45 PM  
**To:** Hart, Debbi <[Hart.Debbi@epa.gov](mailto:Hart.Debbi@epa.gov)>  
**Subject:** RE: Don't forget to send R6 V/V- thx! (eom)

Sorry, I actually did not have it. Lewis worked on R6. I had to search under his name to find it. Took some time.

Loretta L. Hunt  
Branch Chief  
Policy and Accountability Branch  
Policy, Planning and Training Division  
Office of Human Resources  
U.S. EPA  
Phone: (202) 564-6963  
Email: [hunt.loretta@epa.gov](mailto:hunt.loretta@epa.gov)

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**From:** Hart, Debbi  
**Sent:** Wednesday, March 29, 2017 4:49 PM

**To:** Hunt, Loretta <[Hunt.Loretta@epa.gov](mailto:Hunt.Loretta@epa.gov)>  
**Subject:** Don't forget to send R6 V/V- thx! (eom)  
**Importance:** High

Debbi Hart  
Director  
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USEPA  
202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

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Message

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**From:** Curtis, Lewis [Curtis.Lewis@epa.gov]  
**Sent:** 1/7/2014 3:13:14 PM  
**To:** Kuhns, Jason [Kuhns.Jason@epa.gov]; Hiscock, James [Hiscock.James@epa.gov]  
**CC:** Hart, Debbi [Hart.Debbi@epa.gov]; Hunt, Loretta [Hunt.Loretta@epa.gov]  
**Subject:** RE: Need all of your final V/V submittals in Word--  
**Attachments:** EPA AO VERA-VSIP Request -Final 12-23-13 (rev).doc; EPA-OARM-OA VERA VSIP Request-Final.docx; EPA-OCSPP VSIP-VERA Request-Final\_5.docx; EPA-OECA VERA-VSIP Request Final (rev).docx; EPA-Region 2 VERA-VSIP Package-Final(rev).docx; EPA R5 VERA-VSIP Final.doc; EPA-Region 6 VERA-VSIP Package Final.docx; EPA-Region 8 VSIP VERA Request-Final12-20-13.docx; EPA Region 9 VERA-VSIP Request -FY14 - FINAL.docx

Attached finals for: AO, OARM/OA, OCSPP, OECA, R2, R5, R6, R8, and R9.

Thanks  
-Lewis

Lewis Curtis, Jr.  
HR Specialist (Policy)  
Human Resources Policy Division  
U.S. Environmental Protection Agency  
202-564-8548  
202-564-7879 (fax)

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**From:** Hart, Debbi  
**Sent:** Tuesday, January 07, 2014 9:55 AM  
**To:** Hunt, Loretta; Curtis, Lewis  
**Cc:** Kuhns, Jason; Hiscock, James  
**Subject:** Need all of your final V/V submittals in Word--

L & L-

The data team (aka J & J!) are working to compile all of the relevant V/V data into Excel for future analysis. They need all the FINAL submittals in Word so that they can import the data into Excel. With the flurry of activity leading into Dec 20<sup>th</sup>, I'm not sure I have all of the final versions (plus I think there were a few minor changes once all the packages went in.) Please share your final versions with James and Jason at your earliest convenience. Responding to OMB/OPM is still top priority, but hopefully you will have some time in the near future to share the finals. Thanks! Debbi

Debbi Hart  
Chief, Human Capital Planning Branch  
OHR, OARM  
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202.564.2011  
[hart.debbi@epa.gov](mailto:hart.debbi@epa.gov)

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**U.S. Environmental Protection Agency  
Request for  
Voluntary Separation Incentive Payments  
and  
Voluntary Early Retirement Authority  
for  
Office of the Administrator**

- I. Introduction**
- II. Background**
- III. Reshaping the Workforce**
- IV. Budget Neutrality/Costs/Savings**
- V. Template for Combined VSIP/VERA Request**

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**Attachments:**

**Attachment 1 – Current Organization Chart**

**Attachment 2 – New Organization Chart**

**Attachment 3 – Targeted Positions and Maximum Number of VSIPs/VERAs to be  
Offered to Targeted Positions by Office and Series**

**U.S. Environmental Protection Agency  
Office of the Administrator  
Voluntary Separation Incentive Payments  
and  
Voluntary Early Retirement Authority**

**I. Introduction**

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA) is requesting approval authority through May 1, 2014, for the use of Voluntary Separation Incentive Payments (VSIP/Buy-Out) and Voluntary Early Retirement Authority (VERA/Early-Out) for the Office of the Administrator (AO). The AO will use these authorities to:

- **Reshape its workforce to reflect changes in programmatic direction, strengthen technical programmatic expertise with the appropriate skill mix and reduce administrative support positions through efficiencies and technology;**
- **Reshape AO's workforce, recognizing the need for new skills in key areas of AO as well as the need to accelerate Next Generation communications and technology, collaboration and community outreach skills and abilities;**
- **Create hiring opportunities to correct significant competency gaps by creating a limited number of vacancies to recruit new staff with critical knowledge, skills and abilities to create a higher-performing organization;**
- **Reduce and rebalance the current top-heavy GS-14/15 grade structure to create backfill opportunities for recruiting at lower grade levels;**
- **Implement a strategic workforce succession plan to ensure mission critical positions are filled; and**
- **Assist in reaching lower FTE ceilings and controlling escalating payroll costs.**

**Restructuring the Administrative Support Workforce**

Evolving technology, business processes and efficiencies have changed the way the offices within AO accomplish their administrative workload. Word processing technology has diminished the need for traditional typing skills and the implementation of automated travel and timekeeping has reduced the resources needed to perform these duties. The agency has moved to performing tasks electronically rather than by circulating paper documents, thus also cutting down the need for copying and faxing services. Despite having undertaken only minimal external administrative support hiring over the past decade, AO's 50-person administrative support staff remains a disproportionately large share of our 407 on-board workforce – 12.3%. Moreover, declining travel resources as well as the ability to hold virtual meetings has reduced the ability and need to travel, resulting in a commensurate reduction in the travel support workload. Consolidation of the staff providing support to arrange, book and prepare appropriate documentation for travel will bring greater efficiencies within AO. The centralization effort will yield economies of scale and improved controls by ensuring consistent application of federal and agency travel policies and protocols across the offices. We seek to target 48 positions in occupational series 301, 303, 318, and 326 ranging in grade from GS-3 to GS-13 for a maximum of 38 VERA/VSIP offers. As part of our efforts to reshape the workforce, seven of the positions that are vacated would be used to hire, at the entry level with a full performance level of GS-12, staff responsible for records management and eDiscovery as well as staff with stronger technology and writing skills with a citizen/constituent

background. Two vacated positions will be used to hire Designated Federal Officials in the Science Advisory Board to support the Administrator's theme of Strong Science.

### **Restructuring the Nonsupervisory GS 14/15 Workforce**

Over time, there has been a proliferation of nonsupervisory high-graded (i.e., GS-14 and GS-15s primarily in the GS-343 series) positions in AO. Currently, 54% of AO's GS workforce is at the GS-14 and GS-15 levels. With the exception of the Office of General Counsel which has higher-graded attorney positions, this percentage is significantly higher than the other headquarters' support offices. Only 4.3% of AO's GS-14s are in supervisory or team leader positions (95.7% of AO's GS-14s are non-supervisory) and 44% of AO's GS-15s are supervisory (56% are non-supervisory). For some of these positions, the work has become less of an agency priority or is no longer cutting edge and, as such, no longer fully supports a highly-graded stand-alone position. Other vacated positions could be filled at a lower grade level (lower promotion potential) thus saving payroll dollars.

Both the VSIP and VERA opportunities will be offered to staff in targeted series in the ten staff offices within the AO. As noted in section III, targeting decisions were made by senior managers based on the specific mission needs required to reshape their offices. This proposal sets a maximum number of VSIP/VERAs to be offered for each series in each office. The AO will target 282 positions and up to 217 offers will be authorized. Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent position of record, occupational series and grade level. Should decisions need to be made about who receives VERA/VSIPs, they will be based upon the employee's official Service Computation Date-LEAVE, with preference given to those with the highest number of years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

## **II. Background**

The AO provides overall leadership and direction to the agency. The Administrator is responsible to the President, and is assisted by the Deputy Administrator and staff offices including: Civil Rights, Small Business Programs, Children's Health Protection, Science Advisory Board, Executive Services, and the Executive Secretariat. In addition, the Administrator is assisted by Associate Administrators for Congressional and Intergovernmental Relations, External Affairs and Environmental Education, Policy, and Homeland Security. The AO has approximately 400 employees and a budget of \$100M. The ten offices that comprise AO each address critical functions and provide valuable services to the agency; they also vary significantly in size, reflecting decisions made and priorities set in the past. As AO moves to realign itself to meet the mission needs and priorities of this Administration, including climate change, partnerships, communities, and high performing organizations, while managing to reduced FY 2015 FTE ceilings, it is critical that offices create hiring opportunities to meet the changing skill needs of their organization. AO's attrition rate has dropped from 14.55% in FY 2011 to 7.19% in FY 2013. VERA/VSIP authorities will be targeted to all of the offices within AO to assist AO in achieving sufficient flexibility so that, in concert with training opportunities, AO will be in a position to strategically conduct workforce planning to ensure its workforce has the necessary skills to meet changing workload priorities and shifts in mission-critical functions while successfully reshaping its workforce with Next Generation, collaboration and community outreach, and technological skills.

The Immediate Office of the Administrator provides leadership and direction to the agency in implementing the Administrator's goals and priorities. The Administrator has established the following themes to guide the agency in moving forward to protect public health and the environment: climate

change, working toward a sustainable future, placing an emphasis on partnerships and workplace collaboration, making a visible difference in communities, leading across organizational boundaries, and leading a high-performing organization through the power of data and by engaging employees. Implementing these goals will require a workforce with strong collaboration, technological and community-outreach skills. A VERA/VSIP will create vacant positions, thereby enabling AO to consolidate its administrative functions and reshape its workforce by strategically hiring staff to fill the skill gaps while also reducing its average grade.

EPA's Office of Civil Rights (OCR) in the Office of the Administrator (AO) provides leadership, direction, and guidance in carrying out the agency's equal employment programs. OCR provides policy and technical assistance to EPA's headquarters offices, regional offices and laboratories located throughout the country in carrying out their responsibilities related to civil rights and in complying with equal employment opportunity laws and regulations. OCR is in the process of reinventing itself into a model civil rights office. The office was recently reorganized to transfer the Special Emphasis Program Management functions to the Outreach, Diversity and Collaboration Staff in the Office of Administration and Resources Management to enable OCR to concentrate more strategically on the barrier analysis and action plans of the MD-715 Report. The VERA/VSIP will create vacancies whereby the office can hire staff with stronger analytical and legal skills, thereby strengthening its Title VI and Title VII programs and the agency's MD-715 process. The VERA/VSIP also will be an additional tool OCR can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure.

The Office of Small Business Programs supports the protection of human health and the environment by advocating and advancing the business, regulatory, and environmental compliance concerns of small and socio-economically disadvantaged businesses and minority academic institutions. It establishes policies, guidance and assistance to small and disadvantaged businesses, including small businesses in rural areas, minority businesses, women-owned businesses and other socio-economically disadvantaged businesses and minority academic institutions. The VERA/VSIP will be an additional tool OSBP can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure.

The Office of Children's Health Protection works to ensure that all EPA actions and programs address the unique vulnerabilities of children. The goals of the office are to reduce negative environmental health impacts on children through rulemaking, policy, enforcement actions, research, and application of science that focuses on prenatal and childhood vulnerabilities, protects children through safe chemicals management, coordinates national and international community-based programs to eliminate threats to children's health and measures and communicates progress on children's environmental health. The VERA/VSIP will enable the office to lower its grade level while enabling it to staff program management vacancies with environmental protection specialists or general scientists to strengthen its scientific/technical workforce.

The Science Advisory Board Staff Office provides management and technical support for the Science Advisory Board (SAB), the Clean Air Scientific Advisory Committee (CASAC), and the Advisory Council on Clean Air Compliance Analysis (Council) in delivering independent, high quality technical and scientific advice to the EPA Administrator through an open and transparent process. A VERA/VSIP will be an additional tool the SAB can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure. The VERA/VSIP is being offered to SAB's GS-15 Designated Federal Officials. Should any GS-15s or administrative staff accept the VERA/VSIP opportunity, the vacated positions would be filled by Designated Federal Officials at the GS-14 level.



The Office of Executive Services (OES) serves as the central administrative management component supporting the AO, and as such plans, manages, reports, advises and initiates programmatic operations associated with human resources management and organizational development; budget formulation and execution; financial management, systems development; information technology and security/Continuity of Operations Program (COOP) management, and audit management. The VERA/VSIP will be an additional tool OES can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure. Given the recent reorganization whereby 10% of AO's staff were transferred to the Office of Administration and Resources Management, the number of administrative support staff required to provide human resources and financial management support to AO has decreased. Therefore, two of the vacant positions achieved through VERA/VSIP could be eliminated. While OES would not target the information security officer position, the GS-15 database developer position would be targeted for the VERA/VSIP as it could be filled at a lower level with an individual with the new collaboration suite skills set.

The Office of the Executive Secretariat (OEX) serves as the correspondence, records management, and Freedom of Information Act hubs of the AO. OEX manages executive correspondence, oversees the AO FOIA process, maintains the Administrator's and Deputy Administrator's records, ensures the AO meets its records management responsibilities, and manages the Correspondence Management System. A VERA/VSIP will provide opportunities to hire a staff that is more technologically-savvy and has a citizen/constituent background and stronger writing skills.

The Office of Congressional and Intergovernmental Relations (OCIR) serves as EPA's principal point of contact for Congress, states and local governments. The office serves as liaison with these constituencies on the agency's major programs (e.g., air, pesticides, water, waste, enforcement) as well as on intergovernmental issues. The VERA/VSIP will be an additional tool OCIR can use as part of AO's ongoing efforts to consolidate its administrative functions and lower its grade structure. OCIR would also look at restructuring its current team makeup, consolidating and reducing the current number of supervisors. OCIR would assess its need for multiple attorneys, scientists, and environmental protection specialists, look to retain where appropriate, but replace where that skill is not essential for the duties of the position. In addition, it will create vacancies to enable the office to hire staff with stronger technological and collaboration skills.

The Office of External Affairs and Environmental Education is the primary office for all agency communications, speechwriting, media relations and public engagement activities. In addition, the office leads and coordinates with other EPA programs the promotion of environmental literacy, in accordance with the National Environmental Education Act of 1990. The Associate Administrator is the principal advisor to the Administrator on strategic communications, serves as the agency's principal spokesperson with the news media, and is the agency's principal liaison with the White House on all agency communication issues. A VERA/VSIP will enable the office to create vacancies so it can hire staff with crisis communications, social media, video engineering and security, website design and management, and employee communications backgrounds and experience to meet the emerging needs of the office. In addition, the office will also look to hire at lower grade levels as it strengthens the technical skills of its staff.

The Office of Policy (OP) consists of five offices: (1) the National Center for Environmental Economics (NCEE), which provides technical support to program offices when analyzing the benefits, costs, Environmental Justice, and other economic impacts of environmental regulations and policies; (2) the Office of Regulatory Policy and Management (ORPM), which provides support to EPA's program and regional offices as they develop regulations, policies, and guidance and advises agency senior decision-makers on regulatory and policy developments and EPA's upcoming priority rulemakings,

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produces the Regulatory Agenda, and maintains the agency's internal management systems (ADP Tracker and Scout); (3) the Office of Strategic Environmental Management (OSEM), which helps improve the effectiveness and efficiency of EPA's current programs and makes strategic policy and governance changes necessary to meet the agency's goals through analysis of emerging issues, program evaluation, and deployment of strategic management practices; (4) the Office of Sustainable Communities (OSC), which collaborates with other EPA programs, federal agencies, regional, state, and local governments, and a broad array of non-governmental partners to help communities become stronger, healthier, and more sustainable through smarter growth and green building, and (5) the Immediate Office, which provides overall direction and administrative support for OP, as well as leading agency efforts associated with climate change adaptation planning and implementation. A VERA/VSIP will assist the OP in reaching its lower FTE ceiling, reducing the number of non-supervisory GS-14/15s, and hiring staff with the necessary analytical and technological skills to meet changing priorities. For example, while the National Center for Environmental Economics in the OP relies on economists for most of its work, it currently has a need for experts in quasi-experimental econometrics and retrospective program evaluation, economy-wide modeling of regulation, employment impact analyses, and the econometrics of using "big" data to assess policy outcomes. The EPA Administrator has recently directed OSEM to strategically deploy or scale-up business process improvements (BPIs), such as Lean, and develop strategies to achieve organizational excellence within the agency, which will require people with experience in the application of these tools. Additionally, OSEM's role in sustainability was recently elevated by the EPA Administrator, who has assigned OP/OSEM the responsibility for incorporating the principles of sustainability more fully than they presently are in EPA's policies, programs and regulations. Consequently, OSEM will be looking for staff with the requisite skills and expertise in applying sustainable approaches to protection of the environment. The OSC is responsible for making a visible difference in the environment at a community level and will be looking for the opportunity to fill any vacancies created by VERA/VSIP with individuals who are skilled in application of community-based approaches to environmental protection. Finally, while VERA/VSIP will create vacancies to enable OP to hire staff with the necessary technical skills, it will also serve as an additional tool OP can use as part of AO's ongoing efforts to consolidate and streamline its administrative functions.

The Office of Homeland Security (OHS) leads homeland security policy development and coordinates homeland security activities across the agency, including EPA's prevention, preparedness, response, and recovery for nationally-significant emergencies such as terrorist attacks, natural disasters, and large-scale accidents. A VERA/VSIP will be an additional tool OHS can use as part of AO's ongoing efforts to consolidate its administrative functions. We would also eliminate the attorney-advisor position.

### **III. Reshaping the Workforce**

Although the mission of AO has not changed dramatically, the way AO successfully meets its goals has. To successfully implement the Administrator's themes using Next Generation communication and collaboration tools as part of our outreach efforts to communities and under-represented groups, AO's workforce needs the skills to collaborate and work in a team environment; to communicate effectively with diverse communities; to provide thorough analyses and quality assurance as well as strong technological skills, knowledge and awareness of multi-media environmental issues, and awareness of external interests and stakeholders as part of our One EPA approach.

Under the current hiring restrictions, as AO works to reach its reduced FTE levels and operate effectively within reduced funding levels, AO is unable to hire to acquire a workforce with the necessary mission-critical skills. AO can take steps to strengthen collaboration and technological skills in the current workforce through training, developmental assignments and detail opportunities. However, to

[ PAGE \\* MERGEFORMAT ]

acquire Next Generation and community outreach skills, we will need to create vacancies so AO will be able to recruit a workforce to meet the needs of the future. This request for VERA and VSIP authority will provide AO with increased flexibility to reshape its future workforce by providing incentives for existing staff in targeted positions to retire or resign, thereby opening up available FTE slots to be used to recruit people with stronger technology and team-oriented skills.

AO ran a process with the staff office directors and the associate administrators of each of AO's ten offices to determine which offices required the use of VERA and VSIP to achieve the goals of downsizing, restructuring, reshaping and implementing succession planning. In addition to targeting at the office level, further workforce planning resulted in decisions related to which classification series within an office should be open to these authorities. Senior management set VERA/VSIP maximums at the series level by office to assure sufficient incentives were made available to all who are eligible. Throughout the targeting discussions, care was given to assure that the implementation of these VERA and VSIP authorities would not have a negative impact on AO's mission-critical activities.

AO needs to take steps to reshape its workforce to implement the Administrator's mandated priorities. The work of the office has changed significantly with the onset of technology, including web technology, social media and other video/audio communications; greater media attention and need for transparency; increased interaction with external stakeholders; new requirements related to sustainability and community-based outreach; and proficiencies in working in a collaborative team environment. The working skills needed to meet the requirements of a changing AO are different than those needed 20 or 30 years ago and have changed dramatically even within the past few years.

The VERA and VSIP will be offered to both supervisory and non-supervisory employees at the GS-15 level and below. Through attrition gained by VERA and VSIP, AO will have the opportunity to reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions to enable AO to begin its workforce succession planning by hiring staff with Next Generation skills. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us additional opportunities to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on national level experts in specific fields. While some non-supervisory higher graded positions will remain, this will create a more grade-level balanced workforce in AO.

With regard to administrative and program assistant positions, their role has changed significantly in the past decade with changing technology and the decentralization of many functions previously performed by secretaries (typing, travel, time-keeping, etc.) being performed by professional staff because of computers and related systems, such as GovTrip, PeoplePlus, etc. AO has established several workgroups to review its administrative functions, such as travel, conference planning, FOIA and records management, with a goal of achieving efficiencies through centers of excellence. Challenges remain, however, in terms of identifying sufficient grade-appropriate work to support the existing administrative workforce in AO's ten staff offices. A VERA/VSIP will allow us to more effectively structure the proper number and grades of administrative and program assistants to support continuity and the higher level support functions. Ultimately, depending on certain factors such as the future of telework, advanced IT tools, the size of our workforce, etc., AO will be in a position to pursue additional administrative support consolidation scenarios, or at the very least will continue to consolidate full time EPA employee administrative support work into fewer positions.

## **Implementing AO's Succession Planning**

Recognizing that workforce and succession planning are on-going efforts, AO hopes to be able to move forward with developing and implementing strategies to close the workforce gaps created by the hiring freeze of the past two years. Successfully completing this phase of AO's succession planning will depend in large part on AO's ability to take advantage of VERA and VSIP.

In addition to providing flexibility to hire staff with the skills required to meet our organization's mission in the next three to five years and redeploy expected savings towards mission critical areas, VERA/VSIP authorities will assist AO in hiring staff with the technological and collaborative skills needed for the workforce of the future. Furthermore, with limited turnover in higher-graded positions, employees are more likely to move out of AO for career advancement reasons. AO needs to take steps to hire and retain these individuals in order to implement a successful succession plan.

Because of reduced FTE levels and declining resources, AO has essentially been under a hiring freeze for the past two years, creating a situation where the offices are unable to hire staff with the necessary skills to meet the changing needs of its organization. In addition to offering new training opportunities to current staff, it will be critical to have flexibility to hire staff with new skills if AO is to be successful in reshaping its workforce. Each voluntary separation created through the use of the VSIP and VERA authority will be carefully evaluated, with an overall goal of ensuring that staffing levels for AO do not exceed its FY15 staffing level requirements while enabling AO to strategically plan for and design a hiring strategy to fill its Next Generation skill gaps and provide an opportunity for workforce succession planning.

## **IV. Budget Neutrality/Costs/Savings**

### **Budget Neutrality**

This request for VSIP and VERA, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 2014 will be used or required.

As mandated by the Office of Management and Budget (OMB) for early-out/buy-out requests, the Office of the Administrator's request certifies that the early-out/buy-out will be budget neutral. That is, the early-out/buy-out authority will not result in any increased costs above current or future fiscal year appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail the calculations supporting this certification and demonstrate that this request assures budget neutrality for the fiscal years 2014 through 2016. Table A provides the calculation of the maximum direct costs associated with the VERA and VSIP. Table B provides the calculations of the cost savings associated with VERA and VSIP for FY 2014 through FY 2016. As outlined in Table A, the total maximum cost associated with the VERA and VSIP, including the cost of the buyout incentive and maximum associated lump-sum annual leave payouts upon departure are estimated at \$8,446,682. Table B outlines the savings resulting from the VERA and VSIP authority for FY 2014 through FY 2016 which are estimated at approximately \$59,747,423. These savings will be used to support lower overall budget levels as well as AO's ongoing program goals and responsibilities.

If AO's available budget is impacted adversely by future spending bills and/or sequestration, the Office of the Administrator will ensure compliance with all applicable funding restrictions while meeting the

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financial requirements of this authority, if approved. If necessary, AO will adjust its hiring plans pursuant to the departure of staff under this authority to ensure that resources made available in the FY 2014 Operating Plan are sufficient to meet the overall needs of the organization including the costs associated with the VERA/VSIP authority.

**Table A-- Direct Costs:**

<b>Table A - Direct Costs for VERA/VSIP</b>	
<b>Targeted Positions (See details in Attachment 3)</b>	
217 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$5,425,000
Annual Leave Buyout for 217 Targeted Positions for VERA, Optional Retirement or Resignation* (48.35 per hr. X 288 AL hours) X 217	\$3,021,682
<b>Total Maximum Direct Costs</b>	<b>\$8,446,682</b>

**Table B--Estimated Savings:**

<b>Table B - Estimated Savings for FY 2014 through FY 2016</b>				
	FY 2013 Payroll	Estimated FY 2014 Savings	Estimated FY 2015 Savings	Estimated FY 2016 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)**	\$66,150,000	\$66,150,000	\$66,150,000	\$66,150,000
B. Payroll Savings (Payroll for 217 VERA/VSIP targeted positions with April 4, 2014 Buyout Date)*		-\$14,560,917	-\$29,121,834	-\$29,121,834
C. Working Capital Fund Savings***		-\$726,950	-\$1,453,900	-\$1,453,900
D. VSIP Buyout (\$25,000 X 217)		\$5,425,000		
E. Leave Payout Estimate (presumes 240 hours at average salary plus 8 hours for 6 payperiods from Jan-April 2014 = 288 hours AL)*		\$3,021,681		
F. Payroll for 40 new hires****		\$906,418	\$3,323,240	\$3,983,200
G. Working Capital Costs*** for 40 New Hires		\$156,333	\$268,000	\$268,000
<b>Total Costs (A+B+C+D+E+F+G)</b>	<b>\$66,150,000</b>	<b>\$60,371,565</b>	<b>\$39,165,506</b>	<b>\$39,165,506</b>
<b>Total Projected Savings with VERA/VSIP</b>		<b>\$5,778,435</b>	<b>\$26,984,494</b>	<b>\$26,984,494</b>

Notes:

\* Calculations are based on a GS-13, Step 5 in Washington, D.C. The GS-13, Step 5 salary cost was determined based upon the average cost of the GS-13, Step 5 pool of AO employees.

FY 2013 annual salary for a GS-13, Step 5 is \$100,904 or \$48.35 per hour. A 33% increase to account for benefits and other costs brings it to \$134,202.

\*\* Total FY 2013 AO payroll includes furlough savings mandated by sequestration.

\*\*\* Working Capital Fund costs are based on \$6,700 per position per year for computer, telephone and internet access.

\*\*\*\* Calculations are based on GS-9, Step 1 in Washington, D.C. Annual salary is \$51,630. A 33% increase to account for benefits and other costs brings it to \$68,668 annually. To maintain budget neutrality, hiring projections are based on 33% of year for FY 2014.

Hires in FY 2014 promoted to GS-11 in second half of FY 2015 estimated to cost \$83,081 annually.

Hires in FY 2014 promoted to GS-12 in second half of FY 2016 estimated to cost \$99,580 annually.

Total Estimated Hires of 40 is calculated for 1/3 year in FY 2014.

### **Indirect Costs**

The indirect costs are difficult to gauge because most are specific to the employee. At a minimum, there might be an insignificant amount of formal training due to reassignments or realignments of duties. The indirect benefits, however, will include the more effective and efficient utilization of AO's FTEs and the elimination of redundancies in the administrative work processes.

Positions vacated as a result of this authority will not be automatically backfilled, but will be reviewed on a case-by-case basis to ensure AO's ability to meet the Agency mission. Vacancies created as a result of the VERA/VSIP will be used to recruit employees with new skill mixes to create a workforce for the future.

## **V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)**

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**Agency:** Environmental Protection Agency

**Covered Component(s):** Office of the Administrator

### **VSIP and VERA**

**1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.**

AO needs to reduce, rebalance grade levels and restructure our workforce to provide opportunities to recruit the new skills and abilities needed to support its stronger technological and community outreach/collaboration and partnership efforts as well as its Next Generation workforce succession planning strategy. Technology is changing the way EPA does business and moving it towards a more technical and smaller workforce. As we transition to using more technology to gain efficiencies and do

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our job differently, we need to look to a new skill set to be able to accomplish our mission with the right number of FTE. We also need to continuously examine our workforce to ensure that we have a Next Generation workforce at the appropriate grade levels so AO can perform its mission critical functions within its FTE and budget resources.

Reshape AO's workforce, recognizing the need for new skills in key areas of AO. AO needs to take steps to reshape its workforce. The work of the office has changed significantly with the onset of technology, including web technology, social media and other video/audio communications; greater media attention and need for transparency; increased interaction with external stakeholders; new requirements related to sustainability and community-outreach; and proficiencies in working in a collaborative team environment. The working skills needed to meet the requirements of a changing AO are different than those needed even five years ago. AO needs to reshape its administrative support workforce to meet changing needs brought on by changing technology. Word processing technology has diminished the need for traditional typing skills and the implementation of automated travel and timekeeping has reduced the resources needed to perform these duties. The agency has moved to performing tasks electronically rather than by circulating paper documents, thus cutting down the need for copying services. In addition, AO is exploring options to consolidate its administrative operations to achieve greater efficiencies. The VERA/VSIP will serve as a tool to help AO achieve this workforce of the future.

The VERA and VSIP will be offered to both supervisory and non-supervisory employees at the GS-15 level and below. Through attrition gained by VERA and VSIP, AO will have the opportunity to reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions to enable AO to begin its workforce succession planning by hiring staff with Next Generation skills. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us additional opportunities to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on national level experts in specific fields. While some non-supervisory higher graded positions will remain, this will create a more grade-level balanced workforce in AO.

With regard to administrative and program assistant positions, their role has changed significantly in the past decade with changing technology and the decentralization of many functions previously performed by secretaries (typing, travel, time-keeping, etc.) being performed by professional staff because of computers and related systems, such as GovTrip, PeoplePlus, etc. AO has established several workgroups to review its administrative functions, such as travel, conference planning, and FOIA and records management, with a goal of achieving efficiencies through centers of excellence. Challenges remain, however, in terms of identifying sufficient grade-appropriate work to support the existing administrative workforce in AO's ten staff offices. A VERA/VSIP will allow us to more effectively structure the proper number and grades of administrative and program assistants to support continuity and the higher level support functions. Ultimately, depending on certain factors such as the future of telework, advanced IT tools, the size of our workforce, etc., AO will be in a position to pursue additional administrative support consolidation scenarios, or at the very least will continue to consolidate full time EPA employee administrative support work into fewer positions.

Implement AO's workforce succession planning. Recognizing that workforce and succession planning are on-going efforts, AO is continuing to review its strategic workforce planning process by assessing its current workforce and forecasting future workforce needs, identifying workforce gaps, and developing

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and implementing strategies to close the workforce gaps. Successfully completing this phase of AO's succession planning will depend in large part on AO's ability to take advantage of VERA and VSIP, particularly given its current low attrition rates and limitations on hiring.

Assist the Office in reaching lower FTE ceilings and lower grade levels. Because of reduced FTE and budget levels, AO has been unable to fill critically important positions for the past two years. Consequently, AO has been unable to hire staff with the necessary skills to perform its mission critical functions.

## **2. Identify the end date for separations under VSIP and VERA.**

The time period is from the date of approval through May 1, 2014, with a separation date no later than April 4, 2014.

### **Required information for VSIP request**

## **3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.**

See Attachment 3.

## **4. Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.**

See Attachment 3 for detailed information for organizational unit, occupational category and grade levels:

- We plan to offer VSIPs to GS-0301: Staff Assistants and Program Specialists at the GS-7 and above level throughout AO in Washington, D.C.
- We plan to offer VSIPs to GS-0303: Congressional & Intergovernmental External Liaison positions, Administrative Assistant and Information Management Clerks at the GS-6 and above level in the Immediate Office, OEX and OCIR in Washington, D.C.
- We plan to offer VSIPs to GS-0318: Secretaries at the GS-8 and above level in OP-ORPM, OES, and OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-0326: Office Automation Clerks at the GS-3 and above level in OEAE and OEX in Washington, D.C.
- We plan to offer VSIPs to GS-0343: Program/Management Analysts at the GS-11 and above level throughout AO in Washington, D.C.
- We plan to offer VSIPs to GS-0028: Environmental Protection Specialists at the GS-9 and above level in OP, SAB and OCIR in Washington, D.C. with one employee in Region 9, San Francisco, CA; one in Region 10, Seattle, Washington and one in RTP, North Carolina.



- We plan to offer VSIPs to GS-0110: Economists at the GS-13 and above level in OP and SAB in Washington, D.C.
- We plan to offer VSIPs to GS-0101: Social Scientists at the GS-13 and above level in OP in Washington, D.C.
- We plan to offer VSIPs to GS-0401: Life Scientists at the GS-13 and above level in OP and SAB in Washington, D.C.
- We plan to offer VSIPs to GS-0415: Toxicologists at the GS-15 level in SAB in Washington, D.C.
- We plan to offer VSIPs to GS-0819: Environmental Engineers at the GS-14 level in OP in Washington, D.C.
- We plan to offer VSIPs to GS-1301: Environmental Scientists at the GS-14 and 15 levels in OP, SAB and OCIR in Washington, D.C.
- We plan to offer VSIPs to GS-0260: Equal Employment Opportunity Managers at the GS-14 level in OCR in Washington, D.C.
- We plan to offer VSIPs to GS-1860: Equal Opportunity Investigators at the GS-12 level in OCR in Washington, D.C.
- We plan to offer VSIPs to GS-0560: Budget Analysts at the GS-14 level in OES in Washington, D.C.
- We plan to offer VERA/VSIP to GS-2210: Information Technology Specialists at the GS-11 and above level in OP, OES and OEAE in Washington, D.C. (NOTE: VERA/VSIP will not be offered to IT security positions).
- We plan to offer VSIPs to GS-1035: Public Affairs Specialists at the GS-12 and above level in OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-1001: Communications and Web Communications Specialists at the GS-11 and above level in OP and OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-1060: Photographers at the GS-13 level in OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-1071: Audiovisual Production Specialists at the GS-12 and above level in OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-1084: Visual Information Specialists at the GS-13 level in OEAE in Washington, D.C.
- We plan to offer VSIPs to GS-0905: Attorney Advisors at the GS-14 and above level in OP, OEX, OCIR and OHS in Washington, D.C. and one in Region 3, Philadelphia, PA.

- We plan to offer VSIPs to GS-1082: Writer-Editors at the GS-12 level in OEX in Washington, D.C.

**5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to \$25,000).**

AO will approve up to 217 VSIPs, totaling a maximum of \$5,425,000. AO is planning on a maximum VSIP amount of no more than \$25,000 per VSIP eligible employee, or the amount of severance pay to which an employee is entitled (whichever is less).

**6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.**

The positions targeted for VERA/VSIP require incumbents with different skill mixes or are positions with functions that could be consolidated or filled at lower grade levels. Therefore, AO's senior managers will work to reshape its workforce and restructure positions or, as able given budgetary limitations, recruit for new skill mixes on a case-by-case basis. This work will be accomplished in a transparent fashion. It is anticipated that the vacancies created by the VERA/VSIP will allow management greater flexibility to consolidate administrative functions, thus achieving greater efficiencies while maximizing the utilization of our resources. Additionally, mission-critical positions will be filled with staff who possess technological and collaboration skills required as part of the workforce for the future.

Vacancies created in the administrative series (GS-301, 303, 318 and 326) will provide opportunities for greater efficiencies by streamlining and consolidating administrative functions given the increased use of computers and electronic filing, travel and database systems.

Vacancies created in the higher-graded GS-14 and GS-15 positions will provide opportunities for filling positions at lower grade levels with staff that possess stronger collaboration, technological and community outreach skills.

Vacancies created in the public affairs area will provide opportunities to hire staff at lower grade levels with social media, crisis communications, web design and management, and video engineering and security skills.

Vacancies created in the Office of Policy will provide opportunities to hire economists with expertise in quasi-experimental econometrics and retrospective program evaluation, economy-wide modeling of regulation, employment impact analyses, and the econometrics of using "big" data to assess policy outcomes as well as staff with the requisite skills and expertise in applying sustainable approaches to protection of the environment and individuals who are skilled in application of community-based approaches to environmental protection.

**7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.**

See Attachments 1 and 2. The reshaping and restructuring changes will not require elimination of any AO offices. Organizational units will remain the same. However, adjustments to FTE ceilings across the offices are needed to meet the FY 2015 FTE targets.

**8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.**

AO will make early-out and buy-out offers simultaneously to all eligible employees during the same offer period, requiring the same separation date. In offering VERA and VSIP simultaneously, EPA expects greater employee interest and that a higher number of employees will request the incentives. This will maximize the effectiveness of the separation incentives and provide AO with additional opportunities to reshape its workforce to meet its future organizational needs.

**9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.**

Not applicable.

**Required information for VERA request**

**10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.**

Reshaping will begin after May 1, 2014.

**11. Provide the total number of permanent employees in the agency or covered component(s).**

There are 407 employees in the Office of the Administrator.

**12. Provide the total number of permanent employees in the agency or covered component(s) who are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.**

We expect to process at least 250 personnel actions (voluntary separations, reassignments, details, reclassifications, and internal/external recruitments to implement the reshaping of our workforce, restructure the grade levels of our workforce and reduce the overall number of positions in AO to meet FY 2015 staff levels.

**13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)**

A total of 99 employees in the Office of the Administrator are eligible for VERA. Within the targeted positions, 82 of the incumbents are eligible for VERA.

**14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.**

We estimate 10 employees will take early retirement under this proposal.

**15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.**

The types of actions the Office of the Administrator would need to take to reshape its workforce include:

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- Directed reassignments
- Details
- Voluntary separations
- Abolish and/or reclassify positions
- Internal and limited external recruitment

While the above would occur without VERA and VSIP authority, AO would not be able to meet FY 2015 staff levels nor accomplish its restructuring/reshaping goals to meet its mission-critical needs outlined in this request without this authority.

## **Attachments**

**Attachment 1 – Current Organization Chart**

**Attachment 2 – New Organization Chart**

**Attachment 3 – Targeted Positions and Maximum Number of VSIPs to be  
Offered to Targeted Positions by Office and Series**



**U.S. Environmental Protection Agency  
Request for  
Voluntary Separation Incentive Payments  
and  
Voluntary Early Retirement Authority  
for  
Region 5**

- I. Introduction**
- II. Background**
- III. Reshaping the Workforce**
- IV. Budget Neutrality/Costs/Savings**
- V. Combined VSIP/VERA Request**

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**Attachments:**

**Attachment 1 – Current Organization Chart**

**Attachment 2 – New Organization Chart**

**Attachment 3 – Targeted Positions and Maximum Number of VSIPs/VERAs to be  
Offered by Occupational Series, Grade, and Location**

**U.S. Environmental Protection Agency  
Region 5,  
Voluntary Separation Incentive Payments  
and  
Voluntary Early Retirement Authority**

**I. Introduction**

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA), Region 5 is requesting approval authority through May 1, 2014 for the use of Voluntary Early Retirement Authority (VERA/Early-Out) and Voluntary Separation Incentive Payments (VSIP/Buy-Out). Region 5 will use these authorities to:

- Reduce and reshape our environmental program positions (i.e., GS-028 Environmental Protections Specialists, GS-819 Environmental Engineers, GS-401 Life Scientists, and GS-1301 Scientist positions) at the GS-13 grade level and above within Region 5 to achieve an overall Region-wide reduction and reshaping of the workforce. The VERA and VSIP will be offered to both supervisory and non-supervisory GS-13 and above positions. Through attrition gained by VERA and VSIP, the region will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11 positions with promotion potential established to the GS-12 level. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on regional and/or national level experts in specific fields. While some non-supervisory higher graded positions will remain, this will create a more grade-level balanced workforce in the region.
- Reduce and reshape our program manager positions (i.e., GS-0340 Program Manager) at the GS-15 level, which primarily fill the role of Branch Chief. As these positions are often the supervisors of the other occupational series identified in this request, the vacancies created by these positions will be used, in part, to provide opportunities for placement of non-supervisory higher graded employees to further the Region 5 overall goals of rebalancing the workforce. Further, as the overall workforce grows smaller, these vacancies will be closely scrutinized for reduction in the number of Branch Chief positions.
- Reduce and reshape the public affairs positions in the Superfund Division (i.e., GS-1035 public affairs series) at the GS-13 level. Offers for GS-1035-13 are limited to Superfund Division employees of Region 5 in Chicago, IL. In the Superfund Division, there are a total of 10 individuals in the 1035 series, which primarily are Community Involvement Coordinators (CICs). Of the 10 individuals, 7 are at the GS-13 level, with the remaining 3 at the GS-12 level. The role of community involvement has significantly evolved over the years. Currently, the skill set necessary to be effective in the position requires strong communication skills, including the ability to effectively utilize social media in community outreach efforts and the ability to communicate orally and in writing in multiple languages, particularly Spanish. Limited hiring, utilizing career ladder positions with the full performance level of GS-12, will focus on attracting

candidates who have the skills to communicate in multiple languages and utilize social media to accomplish the mission of the Superfund Division.

- Reduce and reshape the Attorney Advisor (GS-905) positions at the GS-14 and GS-15 grade levels within Region 5, which will result in greater support of multimedia approaches, greater use of technology in evidence gathering and communication, and more comprehensive settlements as opposed to individual rule violations. The VERA and VSIP will be offered to both supervisory and non-supervisory GS-14 and above GS-905 positions. Through attrition gained by VERA and VSIP, the region will, in part, reassign the most complex work (i.e., GS-15 level) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. The region intends to backfill a smaller number of positions, consistent with our overall future workforce projections. In addition, these positions will be offered at the entry level for attorney-advisors, which will create a more diverse workforce profile while they are progressing to the full performance level of GS-14. Finally, the limited attorney hires will also be focused on a different skill set supporting multimedia approaches, greater use of technology in evidence gathering and communications, and more comprehensive settlements as opposed to individual rule violations.
- Reduce and reshape the numbers of GS-303 Miscellaneous Administrative Assistant at the GS-7, GS-8, and GS-9 grade levels within Region 5. Through attrition gained by VERA and VSIP, the region will consolidate the majority of the work into fewer positions. The less complex work will be restructured into modest rehiring plan at lower graded positions. This will allow Region 5 the ability to reduce the overall number of position, while recognizing the significant changes in technology and decentralization of functions that has occurred in the past decade.

Both the VERA and VSIP opportunities will be offered to up to 146 employees in targeted occupations, and grade levels located within EPA Region 5. As of November 2013, Region 5 employs 1,163 permanent employees. Based on the recent Diversity and Inclusion report, 41.5% of Region 5 employees are at the GS-13 level, and over 64% of Region 5 employees are grades 13 and above. In comparison, 24.46% of Region 5 employees are at the GS-12 level, with about 10% in the GS 5 through 11 levels, some of whom have career ladders to the GS-12 (or 13). In Region 5, we have 105 non-supervisory GS-14's (58 are attorneys) and 29 non-supervisory GS-15's (27 are attorneys).

Non-supervisory GS-13 positions historically were created to focus on specific programs/pollutants at a particular point in time when sufficient higher graded work was present (e.g., wetlands expert, fish contaminants expert). Similarly, non-attorney Regional GS 14's have been created as a result of a Regional employee being recognized as a national expert for a specific sector (e.g., refineries), pollutant (mercury), or program (Total Maximum Daily Limits (TMDL) Process Manager). Program priorities have evolved over time based, in part, on executive leadership direction, and specific knowledge of a particular sector, program or pollutant that supported the higher grade at one point may no longer exist, or exist in an amount insufficient to support a stand-alone, high graded position. In addition, re-engineering our partnerships with States, tribes and other stakeholders to accomplish our environmental mission requires us to balance EPA's obligation to provide certain oversight/accountability with reducing duplication of work. The ability to effectively manage these multiple roles requires a much higher degree of collaboration, communication and interpersonal skills, with an ability to maintain each relationship overall without compromising our ability to take a stand in key situations for the future Region 5 workforce. Finally, continuing to move from a 1 person/1 program mentality to greater cross-training and work-sharing will allow us to better meet our mission regardless of where short or long-

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term vacancies arise. Using collateral duties to allow staff to assist other programs with critical skill gaps (the existing regional version of Skills Marketplace) is an example of this. These changes require employees with a high degree of collaboration and self-management skills, with an ability to apply their degrees/technical backgrounds to a variety of situations.

Both the VERA and VSIP opportunities will be offered to staff in Region 5. Targeting decisions were made by senior managers based on the specific mission needs required to reshape their workforce. This proposal sets a maximum number of VERA/VSIPs to be offered for each series. 701 positions will be targeted and up to 146 offers will be made. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's permanent official position of record, occupational series, and grade level. Decisions about who receives VERA and VSIP will be prioritized based upon the employee's official Service Computation Date-LEAVE, with precedence given to those with the highest years of combined service at the EPA should two or more applicants within a VERA and VSIP eligible category have the same Service Computation Date-LEAVE.

## **II. Background**

U.S. EPA Region 5 employs 1,163 permanent employees responsible for carrying out EPA's environmental mission as required by numerous environmental laws. This work is done in partnership with six states and 35 federally recognized Indian tribes. The region conducts oversight of state and tribal programs to ensure they comply with Federal laws and regulations. The region also directly implements programs in some states and tribal territories (including permitting, inspections, and enforcement), conducts federal rulemaking, and administers grants and contracts.

Region 5 is organizationally divided into Divisions and Offices. The "media" divisions (Air and Radiation Division, Land and Chemical Division, Superfund Division and Water Division) are responsible for implementing the relevant environmental laws, such as the Clean Air Act, Resources Conservation and Recovery Act, Comprehensive Environmental Response, Compensation and Liability Act, and Clean Water Act. The Resources Management Division manages the region's resources, including personnel, facilities, extramural funding and the Central Regional Lab. The Regional Administrator for Region 5 is the National Program Manager of the Great Lakes National Program Office, and that office is located within Region 5. The other Offices (Office of Regional Counsel, Office of External Communications, Indian Environmental Office, Office of Enforcement and Compliance Assurance, and Office of Civil Rights) are responsible for activities that cross divisional boundaries.

In addition to the reasons noted in the previous section, Region 5 needs to reduce, rebalance grade levels and restructure our workforce to recruit in the new skills and abilities to also support the Next Generation Compliance Strategy. The Next Generation Compliance Strategy will require new skills in our technical and legal staff to meet the demands of optimizing use of new monitoring technologies, working with communities and community-collected information on local sources and impacts, and developing/using innovative enforcement approaches to improve compliance. This paradigm shift also impacts the Region's regulatory and permitting personnel who must assist states in adopting/issuing more effective regulations and permits that are easier to implement and enforce, utilize advanced emissions monitoring and electronic reporting, including requiring information to be publically available. Finally, continued advancement in automation/IT technologies will foster further streamlining and redefine our work, allowing people to manage workloads more effectively and with greater consistency. Taken together, these drivers, along with our budget realities, require the Region to reduce, rebalance and restructure our workforce in a manner not possible through current attrition rates,

which have averaged about 4%. In fact, Region 5 is consistent with Agency-wide data indicating employees on average stay with the Agency 5 years past their retirement eligible date.

In reviewing the region's workforce demographics, we have determined that there is an imbalance between the number of non-supervisory positions at the GS-13, GS-14, and GS-15 levels verses the number of positions in which the career ladders is limited to the GS-12 level. The VERA and VSIP approval will allow us to reduce the total number of non-supervisory positions at the GS-13 and above grade levels. With the vacancies created by the VERA and VSIP separations, Region 5 will consolidate and reassign the higher graded work to existing GS-13 employees and restructure the remaining work into new positions with GS-12 established as the full performance level. Ultimately, our reduction and restructuring plans will result in a more balanced grade level structure within the region. We will have fewer GS-13 and above positions and more employees employed in program and support positions that lead to a GS-12 full performance level. Any supervisory/management vacancies created will first be assessed to determine if backfilling is warranted, taking into account factors such as the decline in our overall workforce size and span of control. The current average ratio of supervisors to staff in Region 5 is 1:8.4, with variations in individual offices that range from 1:7 to 1:10.

### **III. Reshaping the Workforce**

As part of our planning process, we reviewed our workforce demographics to determine the number of positions, occupations, and grade levels to be considered for workforce reshaping. The review determined that our workforce has become significantly skewed at the GS-13 and above grade levels. Over 64% of the Region 5 workforce is at the GS-13 level and above. Furthermore, our attrition rate (an average of 4%) is not generating enough attrition to reduce and rebalance our workforce.

We plan to use VERA and VSIP to reduce and restructure our workforce through a multi-pronged approach:

- reduce the overall workforce from 1,160.6 full time employee equivalents (FTE) to 1,072.3 for FY 2015,
- consolidate higher graded duties,
- reduce the overall number of non-supervisory positions in the Region at higher grade levels (GS-13 and above), and
- address the changing nature of workforce skill requirements.

When higher graded employees leave, we will implement a modest replacement plan (approximately one hire for every three vacancies, assuming all 146 VSIP/VERA are utilized) and replace these positions, as appropriate, with entry-level employees with a full promotion potential to the GS-12 grade level.

With regard to environmental program positions, the VERA and VSIP will be offered to both supervisory and non-supervisory GS-13 and above positions. Through attrition gained by VERA and VSIP, the region will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11 positions with promotion potential established to the GS-12 level. The exception to this is the Superfund program where certain positions

have a journey ladder to the GS-13; this proposal is not changing these positions. Reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. This will allow us to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on regional and/or national level experts in specific fields. This will create a more grade-level balanced workforce in the region, with the skill set needed to meet current and future challenges.

Reduce and reshape our program manager positions (i.e., GS-0340 Program Manager), which primarily fill the role of Branch Chief. As these positions are often the supervisors of the other occupational series identified in this request, the vacancies created by these positions will be used, in part, to provide opportunities for placement of non-supervisory higher graded employees to further the Region 5 overall goals of reducing and reshaping the workforce. Further, as the overall workforce grows smaller, these vacancies will be closely scrutinized for reduction in the number of Branch Chief positions.

Reduce and reshape the public affairs positions in the Superfund Division (i.e., GS-1035 public affairs series) at the GS-13 level. Offers for GS-1035-13 are limited to Superfund Division employees of Region 5 in Chicago, IL. In the Superfund Division, there are a total of 10 individuals in the 1035 series, which primarily are Community Involvement Coordinators (CICs). Of the 10 individuals, 7 are at the GS-13 level, with the remaining 3 at the GS-12 level. The role of community involvement has significantly evolved over the years. Currently, the skill set necessary to be effective in the position requires strong communication skills, including the ability to effectively utilize social media in community outreach efforts and the ability to communicate orally and in writing in multiple languages, particularly Spanish. Limited hiring, utilizing career ladder positions with the full performance level of GS-12, will focus on attracting candidates who have the skills to communicate in multiple languages and utilize social media to accomplish the mission of the Superfund Division.

With regard to attorney advisor positions, reshaping will occur, in part, through consolidation of some management positions and a reduction of some, but not all, non-supervisory positions at higher grade levels. The VERA and VSIP will be offered to both supervisory and non-supervisory GS-14 and above GS-905 positions. Through attrition gained by VERA and VSIP, the region will, in part, reassign the most complex work (i.e., GS-15 level) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded positions. Overall, the region intends to backfill a smaller number of positions, consistent with our overall future workforce projections. In addition, these positions will be offered at the entry level for attorney-advisors, which will create a more diverse workforce profile while they are progressing to the full performance level of GS-14. Finally, the limited attorney hires will also be focused on a different skill set supporting multimedia approaches, greater use of technology in evidence gathering and communications, and more comprehensive settlements as opposed to individual rule violations.

With regard to administrative and program assistant (GS-303), their role has changed significantly in the past decade with changing technology and the decentralization of many functions previously performed by secretaries to the professional staff (typing, travel, time keeping, etc.). Over this time, Region 5 has pursued several strategies aimed at addressing the changing nature of the work and perceived career limitations with these positions. Challenges remain, however, in terms of identifying sufficient grade-appropriate work to support full time positions for each organizational level. We believe modest rehiring will meet our needs, while preserving budgetary flexibility. This will allow us to more effectively structure the proper number and grades of GS 303 administrative and program assistants to support continuity and the higher level support functions. Ultimately, depending on certain factors such as the

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future of telework, advanced IT tools, the size of our workforce, etc., the Region will either pursue additional administrative support consolidation scenarios, or at the very least will continue to consolidate full time EPA employee administrative support work into fewer positions.

Each voluntary separation created through the use of the VSIP and VERA authority will be carefully evaluated, with an overall goal of ensuring that staffing levels for Region 5 do not exceed than FY15 staffing level requirements.

#### **IV. Budget Neutrality/Costs/Savings**

##### **Budget Neutrality**

This request for VERA and VSIP authority, if approved, will be conducted so that no funds or resources other than those appropriated for use in Fiscal Year (FY) 2014 will be used or required.

As mandated by the Office of Management and Budget (OMB) for early-out/buy-out requests generally, Region 5's request certifies that the early-out/buy-out will be budget neutral. That is, the early-out/buy-out authority will not result in any increased costs above current or future FY appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail calculations showing how Region 5 has assured budget neutrality in the proposal for FY 2014. The direct maximum costs associated with VERA and VSIP is \$5,356,098. Table A provides details of the direct costs associated with VERA and VSIP. Savings projected through FY 2016 as a result of the VERA and VSIP are estimated to be more than \$37 million. Table B provides the detailed calculations of the savings achieved in FY 2014, FY 2015, and FY 2016. The savings will be used to meet Region 5's ongoing program goals and responsibilities.

##### **Direct Costs**

<b>Table A - Direct Costs for VERA/VSIP</b>	
<b>Targeted Positions (See details in Attachment 4)</b>	
146 Targeted Positions for VSIP X \$25,000 (maximum cash buy-out)	\$3,650,000
Annual Leave Buyout for 146 Targeted Positions for VERA, Optional Retirement or Resignation* (48.69 per hr. X 240) X 146	\$1,706,098
<b>Total Maximum Direct Costs</b>	<b>\$5,356,098</b>

## Estimated Savings

Table B - Estimated Savings for FY 14 through FY 16				
	FY 2013 Payroll	Estimated FY 2014 Savings	Estimated FY 2015 Savings	Estimated FY 2016 Savings
A. Total Annual Payroll Costs (before VERA/VSIP)**	\$154,591,900	\$154,591,900	\$154,591,900	\$154,591,900
B. Payroll Savings (Payroll for 146 VERA/VSIP targeted positions with April 4, 2014 Buyout Date with 49% of year remaining in 2014)*		-\$9,668,846	-\$19,732,338	-\$19,732,338
C. Working Capital Fund Savings***		-\$357,700	-\$730,000	-\$730,000
D. VSIP Buyout (\$25,000 X 146)		\$3,650,000		
E. Leave Payout Estimate (presumes 240 hours at average salary)*		\$1,706,098		
F. Payroll for 56 new hires****		\$1,897,558	\$2,320,169	\$2,794,315
G. Working Capital Costs*** for 56 New Hires		\$140,000	\$280,000	\$280,000
<b>Total Costs</b>	<b>\$154,591,900</b>	<b>\$151,959,010</b>	<b>\$136,729,731</b>	<b>\$137,203,877</b>
<b>Total Projected Savings with VERA/VSIP</b>		<b>\$2,632,890</b>	<b>\$17,862,169</b>	<b>\$17,388,023</b>

### Notes:

\* Calculations are based on a GS-13, Step 5 in Chicago, IL. The GS-13 Step 5 salary cost was determined based upon the average cost of the GS-13 Step 5 pool of Region 5 employees.

2013 annual salary is \$101,619 or \$48.69 per hour. With a 33% increase to account for benefits and other costs bring it to \$135,153 annually.

\*\* Total FY 2013 Region 5 payroll includes furlough savings mandated by sequestration

\*\*\* Working Capital Fund costs are based on \$5,000 per position per year for computer, telephone and internet access.

\*\*\*\*Calculations are based on GS-9 Step 1 in Chicago, IL. Annual salary is \$51,995. With a 33% increase to account for benefits and other costs bring it to \$69,153 annually.

Hires in FY14 will promote to GS11 in second half of FY15 estimated at \$83,269 annually.

Hires in FY14 will promote to GS12 in second half of FY16 estimated at \$100,286 annually.

Total Estimated Hires of 54 is based upon 1/3 of 146 VERA/VSIP plus 1/3 of average Region 5 attrition for one half a year.

## Indirect Costs

The indirect costs are difficult to gauge because most are specific to the employee. Indirect cost such as security clearances are based on the position and employee. If the employee already has one the cost is

reduced. Transit subsidy and parking are indirect costs that are employee specific and can only be determined after the employee has been recruited and tentatively selected.

## **V. Combined Request for Voluntary Separation Incentive Payments (VSIP) and Voluntary Early Retirement Authority (VERA)**

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**Agency: EPA**

**Covered Component(s): Region 5**

### **VSIP and VERA**

**1. Explain the workforce situation the organization needs to address through VSIP and VERA that would otherwise require involuntary personnel actions, e.g., delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping.**

Region 5 needs to reduce, rebalance grade levels and restructure our workforce to recruit in the new skills and abilities and to also support the Next Generation Compliance Strategy. The Next Generation Compliance Strategy will require new skills in our technical and legal staff to meet the demands of optimizing use of new monitoring technologies, working with communities and community-collected information on local sources and impacts, and developing/using innovative enforcement approaches to improve compliance. This paradigm shift also impacts the Region's regulatory and permitting personnel who must assist states in adopting/issuing more effective regulations and permits that are easier to implement and enforce, utilize advanced emissions monitoring and electronic reporting, including requiring information to be publically available. Continued advancement in automation/IT technologies will foster further streamlining and redefine our work, allowing people to manage workloads more effectively and with greater consistency. Finally, in reviewing the region's workforce demographics, we have determined that there is an imbalance between the number of non-supervisory positions at the GS-13, GS-14, and GS-15 levels verses the number of positions in which the career ladders is limited to the GS-12 level. Taken together, these drivers, along with our budget realities, require the Region to reduce, rebalance and restructure our workforce in a manner not possible through current attrition rates, which have averaged about 4%.

Region 5 plans to use VSIP and VERA to reshape our workforce to accomplish the following:

- Reduce and reshape our environmental program positions (i.e., GS-028 Environmental Protections Specialists, GS-819 Environmental Engineers, GS-401 Life Scientists, and GS-1301 Scientist positions) at the GS-13 grade level and above within Region 5 to achieve an overall region-wide reduction and reshaping of the workforce. Through attrition gained by VERA and VSIP, the region will reassign the most complex work (i.e., GS-13 level and above) to existing higher graded positions in order to concentrate the assignment of this work into fewer positions. The less complex work will be restructured into lower-graded GS-7/9/11 positions with promotion potential established to the GS-12 level. This will allow us to recruit entry-level candidates interested in working on program and technical issues that require the integration of multimedia approaches and new technology skills to more efficiently and effectively implement program objectives, rather than a sole reliance on regional and/or national level experts in specific fields. This will create a more grade-level balanced workforce in the region.

- Reduce and reshape our program manager positions (i.e., GS-0340 Program Manager), which primarily fill the role of Branch Chief. As these positions are often the supervisors of the other occupational series identified in this request, the vacancies created by these positions will be used, in part, to provide opportunities for placement of non-supervisory higher graded employees to further the Region 5 overall goals of reducing and reshaping the workforce. Further, as the overall workforce grows smaller, these vacancies will be closely scrutinized for reduction in the number of Branch Chief positions.
- Reduce and reshape the public affairs positions in the Superfund Division (i.e., GS-1035 public affairs series) at the GS-13 level. Offers for GS-1035-13 are limited to Superfund Division employees of Region 5 in Chicago, IL. In the Superfund Division, there are a total of 10 individuals in the 1035 series, which primarily are Community Involvement Coordinators (CICs). Of the 10 individuals, 7 are at the GS-13 level, with the remaining 3 at the GS-12 level. The role of community involvement has significantly evolved over the years. Currently, the skill set necessary to be effective in the position requires strong communication skills, including the ability to effectively utilize social media in community outreach efforts and the ability to communicate orally and in writing in multiple languages, particularly Spanish. Limited hiring, utilizing career ladder positions with the full performance level of GS-12, will focus on attracting candidates who have the skills to communicate in multiple languages and utilize social media to accomplish the mission of the Superfund Division.
- Reduce and reshape the number of non-supervisory Attorney Advisor (GS-905) positions at the GS-14 and GS-15 grade levels within region 5. Reshaping will occur, in part, through consolidation of some management positions. Further, the region intends to backfill a smaller number of positions, consistent with our overall future workforce projections. In addition, these positions will be offered at the entry level for attorney-advisors, which will create a more diverse workforce profile while they are progressing to the full performance level of GS-14. Finally, the limited attorney hires will also be focused on a different skill set supporting multimedia approaches, greater use of technology in evidence gathering and communications, and more comprehensive settlements as opposed to individual rule violations.
- Reduce and reshape the numbers of GS-303 Miscellaneous Administrative Assistant at the GS-7 grade level and above within Region 5. Through attrition gained by VERA and VSIP, the region will consolidate the majority of the work into fewer positions. The less complex work will be restructured into modest rehiring plan at lower graded positions. This will allow Region 5 the ability to reduce the overall number of position, while recognizing the significant changes in technology and decentralization of functions that has occurred in the past decade.
- Reduce our workforce from 1,160.6 full time employee equivalents (FTE) to 1,072.3 for FY 2015, while ensuring the future hires, through a modest replacement plan (approximately one hire for every three vacancies, assuming all 146 VSIP/VERA are utilized), have the skill set needed to meet today and tomorrow's requirements, described above.

## **2. Identify the end date for separations under VSIP and VERA.**

The time period for the authorities is from the date of approval until May 1, 2014. Voluntary separations will occur prior to April 5, 2014.

## **Required information for VSIP request**

**3. Identify the specific positions and functions to be reduced or eliminated by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge gaps.**

See Attachment 3.

**4. Describe the categories of employees who will be offered VSIP by organizational unit, geographical location, occupational category, grade level, and any other factors related to the position such as skills or knowledge gaps, or retirement eligibility.**

We plan to offer VSIP/VERA to GS-028 Environmental Protection Specialists, at the GS-13, GS-14, and GS-15 grade levels throughout Region 5 in Chicago, Illinois; Traverse City, Michigan; Cass Lake, Minnesota; Cleveland, Ohio, and Madison, Wisconsin.

We plan to offer VSIP/VERA to GS-0303 Miscellaneous Administrative Assistant positions at the GS-7, GS-8, and GS-9 grade levels throughout Region 5 in Chicago, Illinois; Grosse Ile, Michigan; and Westlake, Ohio.

We plan to offer VSIP/VERA to GS-819 Environmental Engineers, at the GS-13 and GS-14 grade levels throughout Region 5 in Chicago, Illinois; Grosse Ile, Michigan; and Westlake, Ohio.

We plan to offer VSIP/VERA to GS-0905 Attorney Advisors at the GS-14 and GS-15 grade levels throughout Region 5 in Chicago, Illinois and Middleburg Heights, Ohio.

We plan to offer VSIP/VERA to GS-1301 Environmental Scientists (General Physical Science positions) at the GS-13, GS-14, and GS-15 grade levels throughout Region 5 in Chicago, Illinois; Indianapolis, Indiana; Detroit, Michigan; Grosse Ile, Michigan; Minneapolis, Minnesota; Cincinnati, Ohio; Westlake, Ohio; and Green Bay, Wisconsin.

We plan to offer VSIP/VERA to GS-401 Life Scientists (General Resource Management and Biological Science positions) at the GS-13 level throughout Region 5 in Chicago, Illinois; Grosse Ile, Michigan; and Minneapolis, Minnesota.

We plan to offer VSIP/VERA to GS-0340 Program Managers at the GS-15 grade level throughout Region 5 in Chicago, Illinois.

We plan to offer VSIP/VERA to GS-1035 Public Affairs series at the GS-13 grade level within the Superfund Division in Chicago, Illinois.

**5. Identify the number of VSIPs to be paid and the maximum amount of each VSIP (up to \$25,000).**

146 VSIPs will be offered, each up to the maximum of \$25,000.



**6. Describe how the organization will operate without the eliminated positions and functions identified in number 1.**

In the environmental program positions (Series 0028, 0819, and 1301), Region 5 will reduce the number of higher graded positions (GS-13 and above), especially non-supervisory, while consolidating the higher graded work in remaining positions. While a modest replacement plan (approximately one hire for every three vacancies, assuming all 146 VSIP/VERA are utilized) will be implemented, the goal is to achieve a more grade level balanced workforce with the skills needed to meet today and tomorrow's challenges.

In the program manager positions (i.e., GS-0340 Program Manager), which primarily fill the role of Branch Chief, Region 5 will use, in part, the vacancies created by these positions to provide opportunities for placement of non-supervisory higher graded employees to further the Region 5's overall goals of reducing and reshaping the workforce. Further, as the overall workforce grows smaller, these vacancies will be closely scrutinized for reduction in the number of Branch Chief positions.

In the public affairs positions in the Superfund Division (i.e., GS-1035 public affairs series), Region 5 will reduce the number at the GS-13 level and establish career ladder positions with the full performance level of GS-12. With limited hiring, Region 5 will focus on attracting candidates who have the skills to communicate in multiple languages and utilize social media to accomplish the mission of the Superfund Division. The skill set necessary to be effective in the position will require strong communication skills, including the ability to effectively utilize social media in community outreach efforts and the ability to communicate orally and in writing in multiple languages, particularly Spanish.

In the attorney positions (Series 0905), Region 5 will consolidate some management positions and through a modest re-hiring program (approximately one hire for every three vacancies, assuming all 146 VSIP/VERA are utilized) backfill a smaller number of entry level positions, focusing on a skill set supporting multimedia approaches, greater use of technology in evidence gathering and communications, and more comprehensive settlements as opposed to individual rule violations.

In the miscellaneous administrative assistant positions (Series 0303), Region 5 will reduce the number of higher graded positions (GS 7, 8, and 9), while consolidating the higher graded work in remaining positions. While a modest replacement plan (approximately one hire for every three vacancies, assuming all 145 VSIP/VERA are utilized) will be implemented, the goal is to recognize the significant changes in technology that have caused decentralization of functions away from the 0303 series during the past decade.

**7. Provide a proposed organization chart showing the expected changes to the organization's structure after completing the VSIP plan.**

See attachments 1 through 2. The proposed VSIP/VERA plan will not result in changes to the Region 5 organization chart. However, the overall number of Region 5 employees will be reduced to meet the skill set needed to meet today and tomorrow's challenges, while working within budgetary limitations.

**8. If requesting, or will request, VERA, describe how that authority will be used in conjunction with VSIP.**

Region 5 has a substantial number of employees eligible for optional retirement and an even higher number of VERA-eligible employees. However, given our low attrition rate and the fact that many of our optional retirement-eligible employees have continued to work years beyond retirement eligibility,

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we are requesting authority to offer VERA with VSIP to supplement our number in order to reach our goal of 146 voluntary separations.

Offering VERA with VSIP is more appealing than VERA alone and most likely will help us achieve the voluntary separations needed to restructure the grade levels of our workforce and gain the skillsets needed to meet current and future mission needs.

**9. If offering VSIPs under another statutory authority, describe how VSIPs are being used under that authority.**

Not applicable.

**Required information for VERA request**

**10. Provide the anticipated effective date of the substantial delayering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping described in number 1.**

Reshaping will occur after May 2, 2014.

**11. Provide the total number of permanent employees in the agency or covered component(s).**

U.S. EPA Region 5 employs 1,163 permanent employees.

**12. Provide the total number of permanent employees in the agency or covered component(s) who are expected to be involuntarily separated, downgraded, transferred, or reassigned as a result of the reason(s) in number 1.**

We expect to process at least 260 personnel actions (voluntary separations, reassignments, details, reclassifications, and internal/external recruitments to implement the reshaping of our workforce, restructure the grade levels of our workforce and reduce the overall number of positions in the region to meet FY 2015 staff levels.

**13. Provide the total number of employees in the agency or covered component(s) who are eligible for voluntary early retirement. (Do not include employees eligible for optional retirement.)**

243 employees are eligible for VERA under the plan.

**14. Provide an estimate of the number of employees in the agency or covered component(s) who are expected to take voluntary early retirement.**

50 employees are estimated to take voluntary early retirement under the plan.

**15. Describe the types of personnel actions anticipated as a result of the reason(s) in number 1 (e.g., reassignments, downgrades, separations) that would occur without VERA.**

- Directed reassignments
- Details
- Voluntary separations
- Abolish and/or reclassify positions
- Internal and external recruitment

While the above would occur, without VERA and VSIP authority, the region may not be able to meet FY2015 staff levels, nor accomplish restructure/ reshaping goals outlined in this request.

## **Attachments**

**Attachment 1 – Current Organization Chart**

**Attachment 2 – New Organization Chart**

**Attachment 3 – Targeted Positions and Maximum Number of VSIP/VERAs to be  
Offered to Targeted Positions by Occupational Series, Grade and Location**

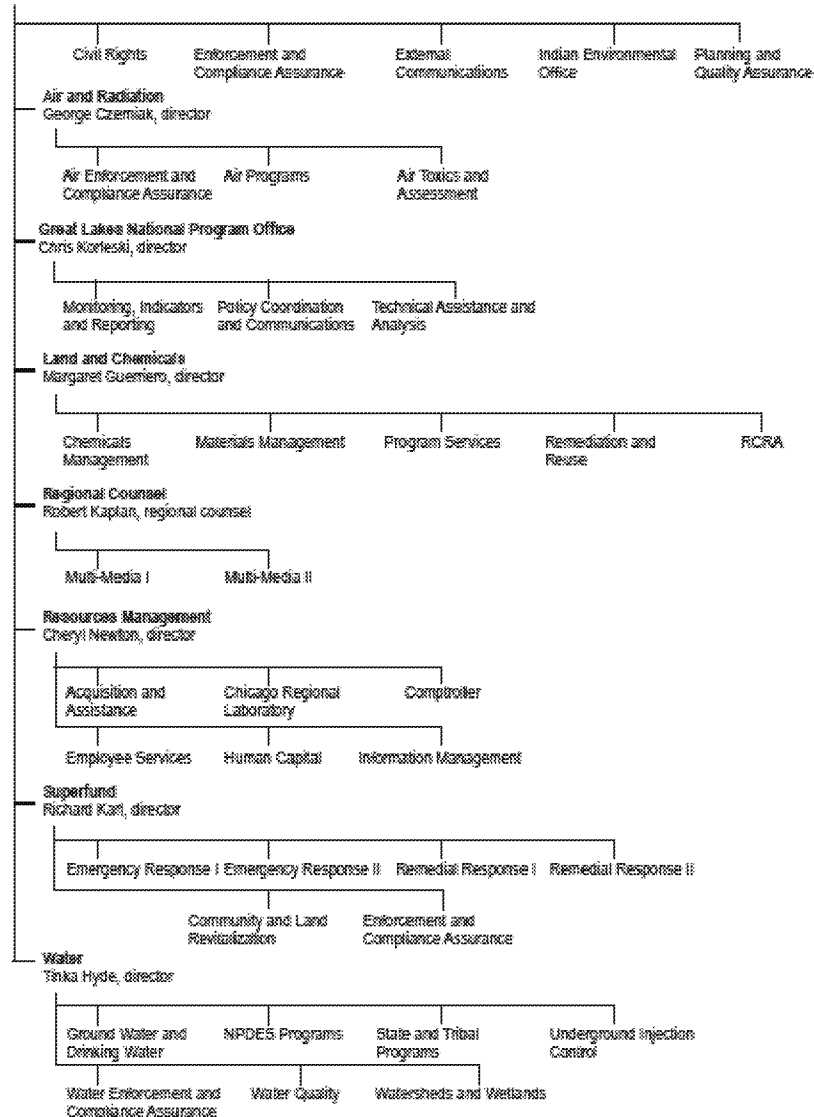


# United States Environmental Protection Agency Region 5 January 2013

## Regional Administrator

Susan Hedman, regional administrator

Bharat Mathur, deputy regional administrator



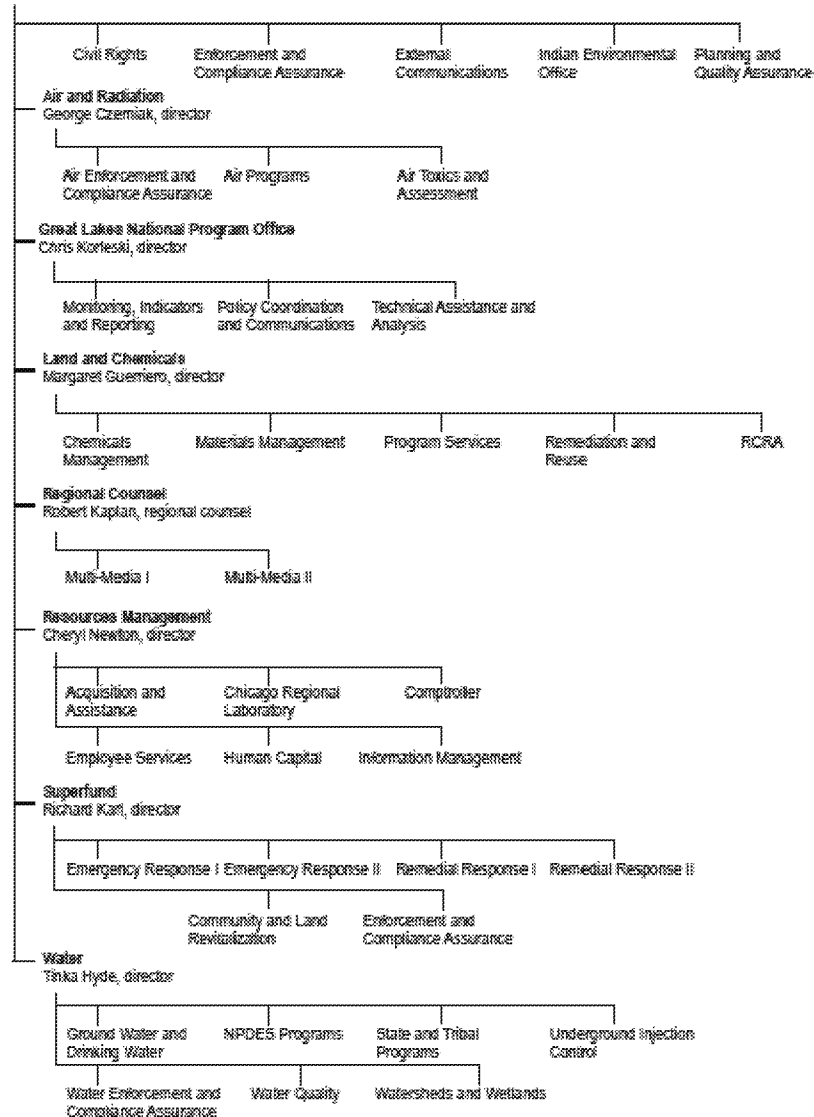


# United States Environmental Protection Agency Region 5 January 2013

## Regional Administrator

Susan Hedman, regional administrator

Bharat Mathur, deputy regional administrator



Attachment 3: Targeted Positions and Maximum Number of VSIP/VERAs to be Offered to Targeted Positions by Occupational Series, Grade and Location					
Occupational Series		Grade	Location	Number of positions targeted	Maximum VSIP/VERA to be offered
0028	Environmental Protection Specialists	GS-13, GS-14, and GS-15	Chicago, IL; Traverse City, MI; Cass Lake, MN; Cleveland, OH; Madison, WI	133	41
0303	Miscellaneous Administrative Assistant	GS-7, GS-8, GS-9	Chicago, IL; Grosse Ile, MI; Westlake, OH	47	15
0819	Environmental Engineers	GS-13 and GS-14	Chicago, IL; Grosse Ile, MI; Westlake, OH	193	26
0905	Attorney Advisors	GS-14 and GS-15	Chicago, IL; Middleburg Heights, OH	95	15
1301	General Physical Science	GS-13, GS-14, and GS-15	Chicago, IL; Indianapolis, IN; Detroit, MI; Grosse Ile, MI; Minneapolis, MN; Cincinnati, OH; Westlake, OH; Green Bay, WI	166	34
0401	General Resource Management and Biological Science	GS-13	Chicago, IL; Grosse Ile, MI; Minneapolis, MN	30	4
0340	Program Manager	GS-15	Chicago, IL	30	6
1035	Public Affairs	GS-13	Chicago, IL (Superfund Division only)	7	5
Total				701	up to 146

Total VSIP eligible under plan	701
Total VERA eligible under plan	243
Total voluntary eligible under plan	145
Total offered	up to 146



**U.S. Environmental Protection Agency  
Request for  
Voluntary Separation Incentive Payments  
and  
Voluntary Early Retirement Authority  
for  
Region 9**

- I. Introduction**
- II. Background**
- III. Reshaping the Workforce**
- IV. Budget Neutrality/Costs/Savings**
- V. Performance Measures**
- VI. VERA Request**
- VII. VSIP Request**

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**Attachments:**

- Attachment 1 – Region 9 Current and Proposed Organization Chart**
- Attachment 2 – Summary of Targeted Positions by Series/Grade**
- Attachment 3 – Maximum Number of VSIP/VERA Offers by Duty Station/Position/Series/Grade**
- Attachment 4 – Reshaping the Workforce by Occupations**
- Attachment 5 – Summary of Excluded Occupations by Duty Station/Position/Series/Grade**



**U.S. Environmental Protection Agency  
Region 9  
Voluntary Separation Incentive Payments  
and  
Voluntary Early Retirement Authority**

**I. Introduction**

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA), Region 9 is requesting approval authority through April 30, 2014, for the use of Voluntary Early Retirement Authority (VERA/Early-Out) and Voluntary Separation Incentive Payments (VSIP/Buy-Out).

Both the VERA and VSIP opportunities will be offered to staff in targeted occupational groups in the Region 9 organization to reduce and reshape our workforce in the following areas:

- Reduce and reshape **administrative support positions** in occupational series including GS-029 Environmental Protection Assistant (OA), GS-203 Human Resources Assistant (HR Development), GS-303 Administrative Services Assistant / Community Involvement Assistant / Project Assistant (Contracts) / Freedom of Information Assistant / Executive Staff Assistant, GS-318 Secretary / Secretary (OA), GS-326 Office Automation Assistance, GS-335 Computer Assistant, GS-561 Budget Technician and GS-1106 Procurement Assistant positions at the GS-5 through GS-11 grade levels across all divisions and geographic locations within Region 9 to create smaller and more efficient administrative support teams designed to deliver essential services, implement new record management responsibilities, and administer new information management systems to perform current and future job requirements.
- Reduce and restructure **attorney advisor positions** in occupations including GS-905 Supervisory Attorney Advisor and Attorney Advisor positions at the GS-11 through GS-15 grade levels in the Office of Regional Counsel's San Francisco office and the Southern California Field Office located in Los Angeles, CA, to consolidate all attorney-advisor positions into the San Francisco office, reduce the number of supervisory positions to improve staff to supervisor ratios within the office and reduce attorney positions to meet authorized staffing levels.
- Reduce and reshape the number of **program support positions** providing administrative specialist and technical support services to environmental program specialists, engineers and scientists in the region. This category covers occupations including GS-018 Safety & Occupational Health Specialist, GS-080 Physical Security Specialist, GS-150 Geographer, GS-201 Human Resources Specialist (Recruitment) and (Labor Relations), GS-260 Equal Employment Specialist, GS-301 Administrative Specialist / Property/Facilities/Security Specialist / Property & Facilities Specialist / Facilities & Security Specialist / Records Management Specialist / Emergency Preparedness Specialist / Congressional Liaison / Emergency Response Center Coordinator / Teams Development Specialist, GS-341 Administrative Officer, GS-343 Management Analyst / Program Analyst / Management & Program Analyst / Management Analysis Officer / GS-391 Telecommunications Specialist / Telecommunications Specialist (Data), GS-415 Toxicologist, GS-501 Financial Specialist, GS-560 Budget Analyst / Lead Budget Analyst, GS-690 Industrial Hygienist, GS-1035

Public Affairs Specialist, GS-1071 Audiovisual Production Specialist, GS-1082 Writer-Editor / Writer-Editor (Web), GS-1101 Property Management Officer / Project Specialist (Contracts) / Project Officer (Contracts), GS-1320 Chemist, GS-1370 Cartographer (GIS), GS-1410 Librarian, GS-1810 Investigator, and GS-2210 Information Technology Specialists with or without parenthetical titles such as DataMgt / APPSW / Sys Admin / Data Mgmt Sys Admin and SYSADMIN/APPSW positions at the GS-9 through GS-13 grade levels. Separations from this occupational group will assist the region in reducing the number of program support positions and allow restructuring of the remaining work to align with allocated resource levels. To achieve our program support priorities with fewer resources, the region will consolidate work, streamline internal operating practices, implement shared service models, and administer new paperless work processing systems. Notes: (1) Region 9 is excluding GS-1102 Contracting Specialist positions engaged in acquisition work from our restructuring plans. We are including the GS-1101 Property Management Officer, Project Specialist (Contracts) and Project Officer (Contracts) positions in the program support group as these positions have no acquisition authorities; (2) Region 9's GS-2210 Information Technology Specialist (Information Security) position is excluded from our restructuring plans.

- Reduce **grants and project officer positions** in occupational series including GS-028 Environmental Protection Specialist, GS-401 Biologist / Life Scientist, GS-819 Environmental Engineer, GS-1101 Grants Program Analyst, GS-1109 Grants Management Specialist, and GS-1301 Environmental Scientist / Physical Scientist / Hydrogeologist positions at the GS-7 through GS-13 grade levels across all divisions and geographic locations within Region 9 to support consolidation of our grant work into fewer positions and restructure environmental program positions to fulfill key mission objectives and outcomes.
- Reduce and reshape **GS-14/15 supervisory and specialized non-supervisory positions** across the region in all geographic locations to reduce and restructure the number of specialized non-supervisory positions and reduce the number of supervisory positions to increase the staff-to-supervisor ratio in alignment with mission requirements and declining staffing levels.
- Reduce by 1 the number of **senior executive service positions** in the region by merging two smaller divisions into one division. The merger will redistribute and merge program responsibilities thereby eliminating a senior executive management position in the region.

Both VERA and VSIP opportunities will be offered up to 105 employees in designated occupations and grade levels across Region 9's geographic locations. As of November 18, 2013, Region 9 employs 755 permanent employees. In the designated occupational series and grade levels, Region 9 is targeting 746 positions.

This proposal sets the maximum number of VERA and VSIP opportunities for each occupation category of positions to be offered to Region 9 employees with a duty station of San Francisco, CA, Los Angeles, CA, Richmond, CA, San Diego, CA, Long Beach, CA, Yuba City, CA, Sacramento, CA, Yreka, CA, Stateline, NV, Carson City, NV, Honolulu, HI, or Tucson, AZ.

Decisions on which employees may be authorized VERA and VSIP will be based on the employee's permanent position of record, occupational series, grade level, and official duty station. Decisions on who receives VERA and VSIP will be prioritized based upon the employee's Service Computation Date-LEAVE with preference given to those with the highest

years of combined service at the EPA should two or more applicants within a VERA and VSIP occupation category of positions have the same Service Compensation Date-LEAVE.

## **II. Background**

The U.S. EPA Region 9 employs 755 permanent employees responsible for carrying out the EPA's environmental and human health mission with the cooperation of four states (Arizona, California, Hawaii and Nevada), 148 federally recognized Tribes and three Pacific Island Territories. In all of its congressionally mandated programs, the region oversees State/Tribal/Territorial activities for conformance with law and regulation, and also independently conducts federal rulemaking, permitting, inspections, enforcement, grant administration, and public outreach to compel compliance, protect human health and restore environmental conditions. The regional office is headquartered in San Francisco, CA with positions located in Los Angeles, CA, Richmond, CA, San Diego, CA, Long Beach, CA, Yuba City, CA, Sacramento, CA, Yreka, CA, Stateline, NV, Carson City, NV, Honolulu, HI, and Tucson, AZ.

In FY 2013, Region 9 utilized VERA and VSIP authorities to assist us in implementing a major reorganization and restructuring of our enforcement work by realigning work from five program divisions into a single Enforcement Division. Additionally, these authorities were used to reduce the number of higher-graded positions at the GS-13, 14 and 15 grade levels in the region to address the imbalance of these higher-graded positions relative to the number of positions with career ladders limited to the GS-12 level and below. The use of VERA and VSIP in 2013 began our regional efforts to rebalance our workforce grade-level structure to support long-term payroll savings.

In 2013, the use of VERA and VSIP authorities resulted in 46 departures allowing us to implement a major reorganization of our enforcement work affecting 88 positions. We eliminated 9 non-supervisory higher-graded positions at the GS-14/15 grade levels and 2 administrative support positions. These authorities facilitated the start-up of our efforts to rebalance the percentage of our workforce at the GS-13 and above grade levels. Through the departure of 43 employees at the GS-13 and above grade levels, the region decreased the representation of this population from 76% to 73% of the workforce. Following the close of the VERA and VSIP separations, the region was able to quickly rebalance our workforce levels throughout the region by offering 34 career-building internal reassignments to perform mission critical work. After the internal placements, we were able to recruit 23 new employees at the GS-5/7/9 grade levels to support the region's restructuring plans to create a more balanced workforce by increasing the number of positions at the GS-12 grade level and below. Hiring new employees at the entry-level allowed us to recruit candidates with current technology skills to fully utilize information management systems and geographic information technology to develop more strategic approaches to accomplishing our enforcement program priorities efficiently and effectively within authorized resource levels.

After implementation of our new Enforcement Division in February 2013, the region identified several areas where further reductions and restructuring of positions are needed to create a leaner, high performing organization to fulfill key mission requirements within allocated resource levels. Our normal attrition rate of 3.6% will not allow us to make the significant business and organizational changes needed to create a leaner, high performing organization.

This authority will be used to reduce and reshape our high-graded workforce, improve utilization of senior executive service positions, improve staff-to-supervisor ratios, and restructure staffing levels and business operations for administrative support, program support, attorney, and grants and project officer positions in the Region. Through increased voluntary attrition, our restructuring plan will provide us the opportunity to further rebalance our workforce grade-level structure by recruiting candidates at GS-5/7/9 grade-levels with promotion potential limited to the GS-12 level, for most positions. Entry-level recruiting will allow us to recruit candidates with the innovative technology skills and process abilities to become part of our regional efforts to streamline business operations to efficiently and effectively support the accomplishment of our environmental program objectives within allocated staffing levels resulting in long-term payroll savings to the region.

Region 9 will use VERA and VSIP authorities to:

Restructure **GS-14/15 supervisory and specialized non-supervisory positions** to improve our management structure and reduce the number of high-graded positions, which remains a continuing priority for the region. Due to eroding staffing levels, our staff-to-supervisor ratio has declined. Voluntary separations from our supervisory workforce will allow us to consolidate small units to improve our regional ratio in alignment with our declining staffing levels. Currently, the region has 38 specialized non-supervisory Associate Director, Senior Policy Advisor, and other positions at the GS-14/15 grade levels. Through attrition gained in this segment of our workforce, the duties of these positions will be reviewed to determine if the work may be redistributed to program supervisors, eliminated, consolidated, or redistributed to lower-grade employees.

In our **senior executive service positions**, the consolidations of enforcement program work and reductions in staffing levels throughout the region have created an opportunity to merge two smaller divisions, the Communities & Ecosystem Division (CED) and the Waste Management Division (WST) into a new Land Division. The CED and WST Director positions are at the SES level. The merger will result in 1 SES position being abolished in the region and returned to the agency for reallocation.

Restructuring **grants and project officer positions** is an area where reduction and consolidation of this workforce would help the region to become a leaner, high performing organization. Region 9 facilitates the achievement of environmental and human health program priorities through the administration and oversight of 785 grants annually. We employ 15 GS-1109 Grants Management Specialists, 1 Grants Program Analyst, and 134 project officers throughout the region in locations including San Francisco, CA, Los Angeles, CA, San Diego, CA, Long Beach, CA, Sacramento, CA, Yreka, CA, Honolulu, HI, Stateline, NV, and Carson City, NV. In our workforce analysis, we discovered that a project officer may manage from 1 to 21 grants. Within that range, 72 (54%) of the region's project officers manage 1 to 3 grants, 26 (20%) manage 4 to 9 grants, and 36 (26%) manage 10 to 21 grants. By reducing the number of positions responsible for managing grants, the region will achieve greater utilization of resources by consolidating work that represents a marginal percentage of time for 74% of our 134 project officers. Reducing and restructuring this segment of our workforce will reduce the training and advisory services required to support these positions.

Reduction and consolidation of **administrative support positions** will allow the region to reduce the number of administrative support positions. Reductions and restructuring of positions is needed due to the decline of support work resulting from every employee having a computer to

process work, having access to resources on-line, and implementation of automated work flow information management systems. The use of VERA and VSIP will allow the region to reduce and restructure this segment of our workforce into smaller administrative support shared-service teams.

Our regional **program support positions** provide program and technical support to environmental program positions (i.e., Environmental Protection Specialists, Engineers and Scientists). Program support covers a wide variety of administrative, professional and technical support services for the region. The number of staffing resources allocated to program support positions is declining thereby requiring the region to create a more streamlined, high performing program to support delivery systems by consolidating work, creating shared-service work models, and streamlining operating procedures. Additionally, there are a number of new automated workflow systems coming on-board that require a greater understanding of system design, data quality management, reporting, and analysis of program activities. By reducing and restructuring these positions into a more efficient work management model, the region will be able to meet customer program support needs at a reduced cost. Additionally, expected reductions of environmental program positions will decrease the number of program support positions needed.

The Office of Regional Counsel plans to reduce and restructure **supervisory and non-supervisory attorney advisor positions** to improve the staff-to-supervisor ratio, abolish a staff attorney position in Los Angeles, and support the implementation of the agency's enforcement program strategies. The Office of Regional Counsel will reduce and restructure supervisory and non-supervisory attorney positions to implement innovative enforcement strategies using multi-regulatory provisions and integrate the utilization of eDiscovery tools to support enforcement case development, and improve management and attorney-advisor ratio to achieve strategic program plans in alignment with reduced staffing allocations.

Based upon our workforce analysis and the VERA and VSIP allocation plan, we will be able to retain a significant number of very experienced employees throughout the region in each occupational group to minimize impacts to national and regional program objectives. To ensure our highest program priorities are met, the region will review the list of positions being vacated by VERA and VSIP to assess our operational needs and, if needed, reassign appropriate personnel to ensure our national and regional program objectives are accomplished.

### III. Reshaping the Workforce

**Administrative Support Occupations:** We will offer up to 15 VERA and VSIP separations to reduce and restructure the 38 administrative support positions within the region. Some divisions will consolidate and restructure their support positions within the division's immediate office. Some divisions will continue to maintain a support position at the branch level to supplement one or two positions in the division's immediate office. Within these operational models, employees will be required to provide support across the region as part of a back-up support system. Other positions will be restructured into consolidated administrative support teams to process transactional work related to procurements, travel, timecards, personnel actions, and records management services. The centralization effort will yield economies of scale and establish quality controls to ensure consistent application of federal and agency policies and protocols throughout the region.

**Program Support Occupations:** We will offer up to 20 VERA and VSIP separations in the covered occupations to allow the region to reduce and restructure program support positions to meet changing work models and create a leaner, high-performing organization in alignment with reductions and restructuring occurring in other segments of our workforce. The reductions and reshaping in program support positions will be achieved by streamlining internal operating practices, creating internal shared services and consolidating like and similar work activities to achieve greater efficiency and delivery of program support services.

**Grants & Project Officer Occupations:** We will offer up to 48 VERA and VSIP separations in the covered occupations to reduce and restructure these positions to achieve economies of scale. Each year, Region 9 administers 785 grants. In our work distribution analysis, we discovered that a project officer may manage 1 to 21 grants. Within that range, 72 (54%) of the region's project officers manage 1 to 3 grants, 26 (20%) manage 4 to 9 grants and 36 (26%) manage 10 to 21 grants. By reducing the number of positions responsible for managing grants, the Region will achieve greater utilization of resources by consolidating work that represents a marginal percentage of time for 74% of our 134 project officers and will reduce the training and consultation advisory services required to support these positions.

**GS 14/15 Supervisory and Specialized Non-Supervisory Occupations:** The region will offer up to 15 VERA and VSIP separations to reduce and restructure this segment of our workforce to reduce the overall number of supervisory and specialized non-supervisory positions in the Region. Voluntary separations will allow us to restructure this segment of our workforce to improve our staff-to-supervisor ratio. The work performed by abolished non-supervisory positions will be redistributed to GS-14/15 supervisors or lower-graded positions.

**Senior Executive Service:** We will offer 1 SES VERA and VSIP separation to support the merger of the Communities and Ecosystem Division (CED) and the Waste Management Division (WST) into a new Land Division. The CED and WST Director positions are at the SES level. The merger will reduce Region 9's SES positions by 1 and allow the position to be returned to the agency for reallocation.

**Attorney Advisors:** We will offer up to 6 VERA and VSIP separations to supervisory and non-supervisory Attorney Advisor positions in the 905 occupational series in the San Francisco, CA duty station. Through VERA and VSIP attrition, the region will rebalance the supervisor-to-staff ratios within the office and redistribute non-supervisory work to implement the Office of Enforcement and Compliance Assurance Next Generation Enforcement Strategy within allocated resource levels.

Region 9's normal attrition rate is 3.6%. Attrition alone will be insufficient to help Region 9 reach the reductions and restructuring goals required for FY-14. With the VERA and VSIP authority, Region 9 will be able to achieve our workforce reshaping plans reflected in Attachment 4.

#### **IV. Budget Neutrality**

This request for VERA and VSIP authority, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 2014 will be used or required.

As mandated by the Office of Management and Budget (OMB) for early-out/buy-out requests, the region's request certifies that the early-out/buy-out will be budget-neutral. The early-

out/buy-out authority will not result in any increased costs above current or future FY appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with refilling the resulting vacancies.

The following tables detail the calculations supporting this certification and demonstrate that this request assures budget neutrality for FY 2014 through 2016. Table A provides the calculation of the maximum direct costs associated with the VERA and VSIP for the covered positions. Table B provides the calculations of the cost savings associated with VERA and VSIP for FY 2014 through FY 2016 for the covered positions. As outlined in Table A, the total maximum cost associated with the VERA and VSIP, including the cost of the buyout incentive and associated lump-sum annual leave payouts upon departure, are estimated at \$4,179,000. Table B outlines that the savings resulting from the VERA and VSIP authority for FY 2014 through FY 2016 are estimated at approximately \$20,331,722. These savings will support the region's ongoing program goals and responsibilities within allocated staffing levels.

If the organization's available budget is affected by future spending bills and/or sequestration, the region will ensure compliance with all applicable funding restrictions while meeting the financial requirements of this authority, if approved. If necessary, the region will adjust its hiring plans pursuant to the departure of staff under this authority to ensure that resources made available in the FY 2014 Operating Plan are sufficient to meet the overall needs of the region and the costs associated with this authority.

#### Direct Costs

<b>Table A - Direct Costs for VERA/VSIP</b>	
<b>Targeted Positions:</b> See Attachment 2	
<b>105 Targeted Positions for VSIP X \$25,000</b> (maximum cash buy-out)	\$2,625,000
<b>105 Targeted Positions for VERA, Optional Retirement or Resignation</b> (lump-sum annual leave payment estimate)	\$1,554,000
<b>Total Maximum Direct Costs</b>	<b>\$4,179,000</b>

#### Estimated Multi-Year Savings

		<b>Table B - Estimated Savings</b>		
		<b>2014</b>	<b>2015</b>	<b>2016</b>
<b>A.</b>	<b>Total Annual Payroll Costs</b>	<b>\$107,616,522</b>	<b>\$107,883,560</b>	<b>\$107,883,560</b>
<b>B.</b>	<b>Buyout Savings</b>	<b>(\$6,661,710)</b>	<b>(\$13,323,420)</b>	<b>(\$13,323,420)</b>
	<b>1. Payroll Savings*</b>	(\$6,498,960)	(\$12,997,920)	(\$12,997,920)
	<b>2. Working Capital Fund Savings**</b>	(\$162,750)	(\$325,500)	(\$325,500)
<b>C.</b>	<b>Buyout Costs (3 + 4)</b>	<b>\$4,179,000</b>	<b>\$0</b>	<b>\$0</b>
	<b>3. VSIP Buyout (\$25k X 105)</b>	\$2,625,000	\$0	\$0
	<b>4. Lump Sum Leave Payout Estimate</b>	\$1,554,000	\$0	\$0
<b>D.</b>	<b>New Hiring Costs (5 + 6)</b>	<b>\$0</b>	<b>\$3,996,408</b>	<b>\$4,801,420</b>
	<b>5. Payroll for identified backfills ***</b>	\$0	\$3,835,208	\$4,640,220
	<b>6. Working Capital Fund Costs ****</b>	\$0	\$161,200	\$161,200
<b>E.</b>	<b>Total Costs (A + B + C + D)</b>	<b>\$105,133,812</b>	<b>\$98,556,548</b>	<b>\$99,361,560</b>
<b>F.</b>	<b>Total Savings (A – E)</b>	<b>\$2,482,710</b>	<b>\$9,327,012</b>	<b>\$8,522,000</b>

\*Payroll Savings: 105 Positions – 50% of FY14 | 1% pay adjustment effective 1/12/2014.

\*\*Working Capital Fund Costs: \$3,100 per position, annually – FY-14 50% savings.

\*\*\*Payroll for New Hires: Up to 52 Positions @ GS-5/7/9 with a start dates in FY15 (10/1/14). Estimates include 1% pay adjustment effective 1/1/2014, No pay adjustment for 2015/2016, promotions FY16.

\*\*\*\*Working Capital Fund Costs: \$3,100 per position, annually. Hiring date FY-15.

## **Indirect Costs**

The indirect costs are difficult to gauge because most are specific to the employee. Indirect costs such as background investigations are based on the position and employee. If some of the affected employees already have had investigations, the cost is reduced. Transit subsidy is an indirect cost that is employee-specific and can be determined only after the employee has been recruited and tentatively selected.

### **V. Performance Measures to Assess Use of the VERA and VSIP Authority**

To assess the effectiveness of VERA and VSIP, the Region will use the following measures:

- Ability to reach FY15 ceilings by October 1, 2014 as determined by FTE and payroll reports.
- Administrative support positions and program support positions will be reduced and restructured to meet new delivery service workload models and resource levels.
- The total number of grants and projects officers will be reduced.
- The total number of supervisory and Attorney Advisor positions will be reduced.
- The total number of GS-14/15 supervisory and non-supervisory positions will be reduced
- The Region's supervisor-to-staff ratio will improve.
- The percentage of GS-13/14/15 positions in the workforce will decline and the percentage of GS-12 and below will increase.
- The Region will return 1 SES position allocation to the agency for reallocation.

### **VI. Voluntary Early Retirement Authority (VERA)**

#### **1. The reason for the VERA request.**

In FY 2013, Region 9 utilized VERA and VSIP authorities to assist us in implementing a major reorganization and restructuring of our enforcement work by realigning work from five program divisions into a single Enforcement Division. Additionally, these authorities were used to reduce the number of higher-graded positions at the GS-13, 14 and 15 grade levels in the region to address an imbalance of these higher-graded positions versus the number of positions in our workforce in positions with career ladders limited to the GS-12 level. The use of VERA and VSIP in 2013 began our regional efforts to rebalance our workforce grade-level structure to support long-term payroll savings.

In 2013, the use of VERA and VSIP authorities resulted in 46 departures allowing us to implement a major reorganization of our enforcement work affecting 88 positions. We eliminated 9 non-supervisory higher-graded positions at the GS-14/15 grade levels and 2 administrative support positions. These authorities facilitated the start-up of our efforts to rebalance the percentage of our workforce at the GS-13 and above grade levels. Through the departure of 43 employees at the GS-13 and above grade levels, the region decreased the representation of this population from 76% to 73% of the workforce. Following the close of the VERA and VSIP separations, the region was able to quickly rebalance our workforce levels throughout the region by offering 34 career-building internal reassignments to perform mission critical work. After the internal placements, Region 9 was able to recruit 23 new employees at the GS-5/7/9 grade levels to support the region's restructuring plans to create a more balanced workforce by increasing the number of positions at the GS-12 grade level and below. Hiring new employees at the entry-level allowed us to recruit candidates with current technology skills and analytical tools to fully utilize information management systems and geographic information



technology to develop more strategic approaches to accomplishing our regulatory and program priorities efficiently and effectively within authorized resource levels.

Post implementation of our new Enforcement Division in February 2013, the region identified several areas where further reductions and restructuring of positions are needed to realign our workforce to meet our changing mission requirements and create a leaner, high-performing organization. Our normal attrition rates of 3.6% alone will not allow us to make the significant organizational changes we need in order to create a more balanced workforce in our staff-to-supervisor ratio, distribution of work between GS-13 and above non-supervisory positions versus the number of positions at the GS-12 and below grade levels, and improving the internal operating structure and business practices of positions involved in our administrative support, program support occupations, attorney, and grants and project officer positions.

Region 9 plans to restructure our **GS-14/15 supervisory and specialized non-supervisory positions** to improve our management structure and reduce the number of high-graded positions. This is a continuing priority for the region. Due to eroding staffing levels, our staff-to-supervisor ratio has declined. Voluntary separations from our supervisory workforce will allow us to consolidate small units to improve our regional ratio in alignment with our declining staffing levels. Currently, the Region has 38 specialized non-supervisory Associate Director, Senior Policy Advisor, and other specialized positions at the GS-14/15 grade levels. Through attrition gained in this segment of our workforce, the duties of these positions will be reviewed to determine if the work may be redistributed to program supervisors, eliminated, consolidated, or broken up and redistributed to lower-grade employees.

In our **senior executive service positions**, the consolidations of enforcement program work and reductions in staffing levels throughout the region have created an opportunity to merge two smaller divisions, the Communities & Ecosystem Division (CED) and the Waste Management Division (WST) into a new Land Division. The CED and WST Director positions are at the SES level. The merger will result in 1 SES position being abolished in the region and returned to the agency for reallocation.

Restructuring **Grants and project officer positions** is an area where reduction and consolidation of this workforce would help the region to become a leaner, high performing organization. Region 9 facilitates the achievement of environmental and human health program priorities through the administration and oversight of 785 grants annually. We employ 15 GS-1109 Grants Management Specialists, 1 Grants Program Analyst, and 134 project officers throughout the region in locations including San Francisco, CA, Los Angeles, CA, San Diego, CA, Long Beach, CA, Sacramento, CA, Yreka, CA, Honolulu, HI, Stateline, NV, and Carson City, NV. In our workforce analysis, we discovered that a project officer may manage from 1 to 21 grants. Within that range, 72 (54%) of the region's project officers manage 1 to 3 grants, 26 (20%) manage 4 to 9 grants, and 36 (26%) manage 10 to 21 grants. By reducing the number of positions responsible for managing grants, the region will achieve greater utilization of resources by consolidating work that represents a marginal percentage of time for 74% of our 134 project officers. Reducing and restructuring this segment of our workforce will reduce the training and consultation advisory services required to support these positions by the Grants Management and Program Analysts positions.

Reduction and consolidation of **administrative support positions** will allow the region to reduce the number of administrative support position. Reductions and restructuring positions is needed due to the decline of support work resulting from the every employee having a computer

to process work, access to resources on-line, and implementation of automated work flow information management systems. The use of VERA and VSIP will allow the region to reduce and restructure this segment of our workforce into smaller administrative support shared-service teams.

Our regional **program support positions** provide program and technical support to environmental program positions (i.e., Environmental Protection Specialists, Engineers and Scientists). Program support covers a wide variety of administrative, professional and technical support services for the region. The number of staffing resources allocated to program support positions is declining thereby requiring the region to create a more streamlined, high performing program support delivery system by consolidating work, creating shared-service work models, and streamlining operating procedures. Additionally, there are a number of new automated workflow systems coming on-board that require a greater understanding of system design, data quality management, reporting, and analysis of program activities. By reducing and restructuring these positions into a more efficient work management model, the region will be able to meet customer program support needs at a reduced cost.

The Office of Regional Counsel plans to reduce and restructure **supervisory and non-supervisory attorney advisor positions** to rebalance its internal staff-to-supervisor ratio, abolish a staff attorney positions in Los Angeles, and support the implementation of the agency's Office of Enforcement and Compliance Assurance (OECA) Next Generation Enforcement Strategy. The Office of Regional Counsel will reduce and restructure supervisory and non-supervisory attorney positions to implement innovative enforcement strategies using multi-regulatory provisions and integrate the utilization of eDiscovery tools to support enforcement case development and establish an improved management and attorney-advisor ratio to achieve Next Generation program innovations in alignment with reduced staffing allocations.

This authority will be used to reduce and reshape our high-graded workforce, improve utilization of senior executive service positions, improve staff-to-supervisor ratios, and restructure staffing levels and business operations for administrative support, program support, attorney, and grants and project officer positions in the region. Through increased voluntary attrition, our restructuring plan will provide us the opportunity to further rebalance our workforce grade-level structure by recruiting candidates at GS-5/7/9 grade-levels with promotion potential limited to the GS-12 level, for most positions. Entry-level recruiting will allow us to recruit candidates with the innovative technology skills and process abilities to become part of our regional efforts to streamline business operations to efficiently and effectively support the accomplishment of our environmental program objectives within allocated staffing levels resulting in long-term payroll savings to the region.

Based upon our workforce analysis and the VERA and VSIP allocation plan, we will be able to retain a significant number of very experienced employees in each occupational group to minimize impacts to national and regional program objectives. To ensure our highest program priorities are met, the region will review the list of positions being vacated by VERA and VSIP to assess our operational needs and, if needed, reassign appropriate personnel to ensure our national and regional program objectives are accomplished.

## **2. The time period for which VERA is requested.**

The VERA time period will be from the date of approval through April 30, 2014. We expect employees that accept VERA to separate by April 4, 2014.

3. **The date when the substantial de-layering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping upon which this request is based is scheduled to occur. (Note: The date provided should not be earlier than the ending date provided in number 2 above.)**

Following the conclusion of the VERA and VSIP, the Land Division reorganization will be implemented on May 4, 2014. We will assess our workforce separations and our restructuring plans to identify internal reassignment needs. The internal reassignment placement process will be conducted in June. We are planning for reassignments to be effective June 29, 2014. Should we succeed in achieving significant reductions of positions; the region will conduct external replacement hiring on a 1 for every 2 separations for on-boarding in FY 2015.

4. **The total number of permanent employees in the organization. (Note: If you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide the number of permanent employees for the entire organization.)**

As of November 18, 2013, Region 9 has 755 permanent employees covered by this plan.

5. **The total number of permanent employees who are expected to be involuntarily separated, transferred, reassigned, reclassified, downgraded, and/or appointed as a result of number 3 above. (Note: If you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide the number of permanent employees for the entire organization.)**

The total number of anticipated personnel actions is 150 – 200. (We are planning to offer up to 105 voluntary separations. If resources are available for externally hiring, most positions will be filled at the GS-5/7/9 grade levels. We estimate that our workforce will need to be rebalanced with approximately 30 – 35 reassignments and 10 – 20 internal merit promotion announcements. Our proposal involves no downgrades or involuntary separations).

6. **The total number of permanent employees in the organization who are eligible for voluntary early retirement (Note: If you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide the number of permanent employees for the entire organization. Also, for this purpose, you should exclude all employees who are eligible for optional retirement.)**

The number of employees in targeted positions who are eligible for VERA is 219.

7. **The total number of permanent employees in the organization who are expected to take early retirement. (Note: If you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide the number of permanent employees for the entire organization.)**

Based upon our interest survey, 83 permanent employees in the eligible occupations have indicated an interest in taking early retirement. To achieve the goal of 105 voluntary separations, Region 9 will rely on VSIP offers to the 746 employees in the covered positions who are eligible for optional retirement, early retirement and voluntary resignation to reach the Agency's new operational requirements.

**8. A description of the types of personnel actions you expect to take as a result of the actions described in number 3.**

- Voluntary separations
- Details (if necessary)
- Reassignments
- Internal merit promotion (if opportunities arise)
- External recruitment (modest replacements at entry-level)

**VII. Voluntary Separation Incentive Payment (VSIP)**

**1. The reason for the voluntary separation incentive payment (VSIP) request.**

See Section VI., Question 1.

**2. Identification of specific positions and functions to be reduced or eliminated identified by organizational unit, geographic location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge.**

See Attachment 3.

**3. A description of the categories of employees who will be offered incentives.**

Administrative Support Occupations – All Geographic Locations

- GS-029-7/8/9 Environmental Protection Assistants
- GS-203-7 Human Resources Assistant
- GS-303-6/7/8/9 Miscellaneous Administrative Assistants
- GS-318-6/7/8/9/10/11 Secretary
- GS-326-7 Office Automation Assistant
- GS-335-8 Computer Assistant
- GS-561-9 Budget Technician
- GS-1106-7 Procurement Assistant

Attorney Advisor Occupations – All Geographic Locations

- GS-905-11/12/13/14/15 Attorney Advisor
- GS-905-15 Supervisory Attorney Advisor

Program Support Occupations – All Geographic Locations

- GS-018-12 Safety & Occupational Health Specialist
- GS-080-12 Physical Security Specialist
- GS-150-12 Geographer
- GS-201-12/13 Human Resources Specialist (all specialties)
- GS-260-13 Equal Employment Specialist
- GS-301-11/12/13 Miscellaneous Positions (all occupations, except for the Community Involvement Specialist and Environmental Education Coordinator positions. These excepted positions are included in the Grants and Project Officer occupation group).

- GS-341-12/13 Administrative Officer
- GS-343-12/13 Management and Program Analyst
- GS-391-13 Telecommunication Specialist
- GS-415-13 Toxicologist
- GS-501-9/11 Financial Specialist
- GS-510-12/13 Accountant (all specialties)
- GS-560-11/12/13 Budget Analyst
- GS-690-13 Industrial Hygienist
- GS-1035-13 Public Affairs Specialist
- GS-1071-13 Audiovisual Production Specialist
- GS-1082-12/13 Writer/Editor
- GS-1101-12/13 Project Officers (Contracts), Project Specialist (Contracts), Property Management Specialist
- GS-1320-13 Chemist
- GS-1370-13 Cartographer
- GS-1410-13 Librarian
- GS-1810-12/13 Investigator
- GS-2210-12/13 IT Specialists (all specialties, except Information Security).

#### Grants and Project Officer Occupations – All Geographic Locations

- GS-028-9/11/12/13 Environmental Protection Specialist
- GS-301-12/13 Community Involvement Specialist & Environmental Education Coordinator
- GS-401-9/12/13 Life Scientists, Biologist
- GS-819-7/9/11/12/13 Environmental Engineer
- GS-1101-12/13 Grants Program Analyst,
- GS-1109-12/13 Grants Management Specialist
- GS-1301-9/11/12/13 Environmental Scientist, Physical Scientist, Hydrogeologist

#### GS-14/15 Supervisory & Specialized Nonsupervisory Occupations – All Geographic Locations

- GS-028-14/15 Environmental Protection Specialist, Supervisory Environmental Protection Specialist
- GS-201-14/15 Human Resources Officer, Assistant Human Resources Specialist
- GS-260-14 Equal Employment Manager
- GS-301-14/15 Homeland Security Coordinator, Information Resources Manager, Supervisory Community Involvement Specialist
- GS-340-15 Deputy Director
- GS-342-14 Supervisory Support Services Specialist
- GS-343-14/15 Management and Program Analyst, Supervisory Program Analyst
- GS-391-14 Telecommunications Specialist
- GS-401-14 Life Scientist
- GS-415-14 Toxicologist
- GS-505-15 Financial Manager
- GS-510-14 Supervisory Accountant
- GS-560-14 Budget Officer
- GS-819-14 Environmental Engineer

- GS-1035-14 Supervisory Public Affairs Specialist
- GS-1109-14 Supervisory Grants Management Specialist
- GS-1301-14/15 Environmental Scientist, Supervisory Environmental Scientist
- GS-2210-14 Supervisory IT Specialist

Senior Executive Service Occupations – San Francisco, CA

- ES-340-00 Assistant Regional Administrator, Deputy Regional Administrator, Director Superfund Division, Director Water Division, Director Waste Management Director, Director Air Division, Director Enforcement Division

**4. The time period during which the agency will pay incentives.**

The time period we request to complete our VSIP program is from the date of approval through April 30, 2014. We expect employees that accept VSIP to separate by April 4, 2014.

**5. The number and maximum amounts of voluntary separation incentive payments to be offered.**

The maximum number of VSIP to be offered is 105  
 The maximum amount that will be paid is \$25,000.  
 The total maximum payment is \$2,625,000.

**6. A narrative description of how the organization will operate without the eliminated or restructured positions and functions.**

Based upon the distribution of our positions throughout the region, a significant number of seasoned employees will remain and be able to assume additional work in each of the program areas. Vacant positions will be immediately analyzed for restructuring potential. Some positions will be abolished or the work will be broken up and redistributed. To rebalance our workforce, we will backfill positions by offering internal reassignments. Some employees may be detailed to positions until the positions can be filled through competitive merit promotion announcements. If needed, directed reassignments may be required to ensure mission-critical program priorities are achieved.

Once internal placements have been completed, we hope to replace some of our higher-graded positions with entry-level external hiring at the GS-5/7/9 grade levels with promotion potential limited to the GS-12 level, for most positions.

**7. A proposed organizational chart displaying the expected changes in the agency's organizational structure after the agency has completed the incentive payments.**

Attachment 1 provides a copy of Region 9's current and proposed organization chart at the division level.

**8. If the agency has requested, or will request, voluntary early retirement authority (VERA), a description of how that authority will be used in conjunction with VSIP.**

The region needs to reduce and restructure its workforce by 105 positions. However, our attrition rate is historically low at 3.6%, and many of our 148 optional retirement-eligible employees have

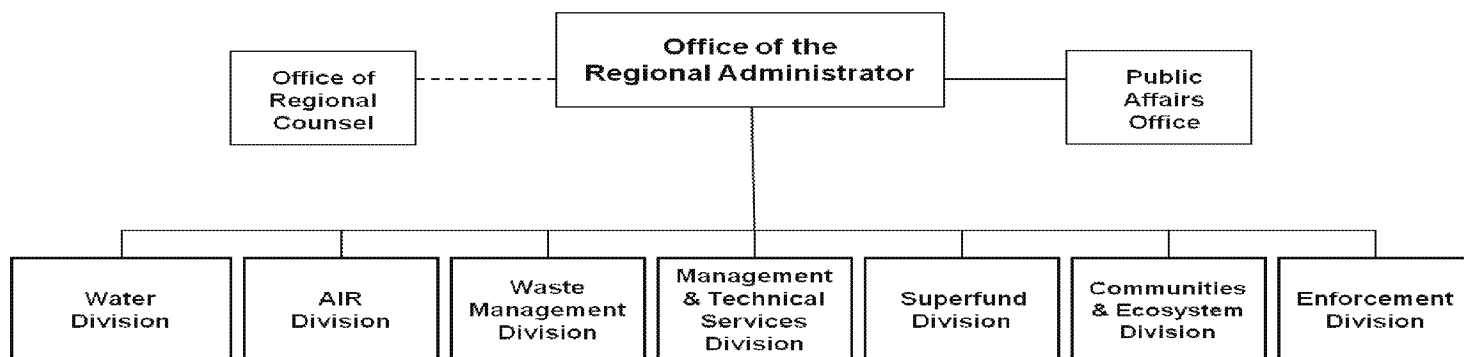
continued to work years beyond retirement eligibility. For these individuals, VSIP is the only incentive we can offer. Based upon our survey, we do not expect to achieve the desired change from our optional retirement-eligible employees, and are seeking approval to offer VERA to 219 eligible employees. For these individuals too, VSIP is the only incentive available that may gain the reductions needed to restructure our workforce by September 30, 2014. Given that a reduced government income relative to optional retirement has resulted in employees staying on the job longer, we anticipate VSIP to be a necessary enticement for our optional retirement eligible and VERA-eligible group. Both VERA and VSIP are needed to meet our FTE target. Based upon our survey, 83 employees in covered occupations have indicated interest in VERA and VSIP.

**9. If the agency is offering separation incentives under other statutory authority, a description of how that authority is being used.**

Not applicable.

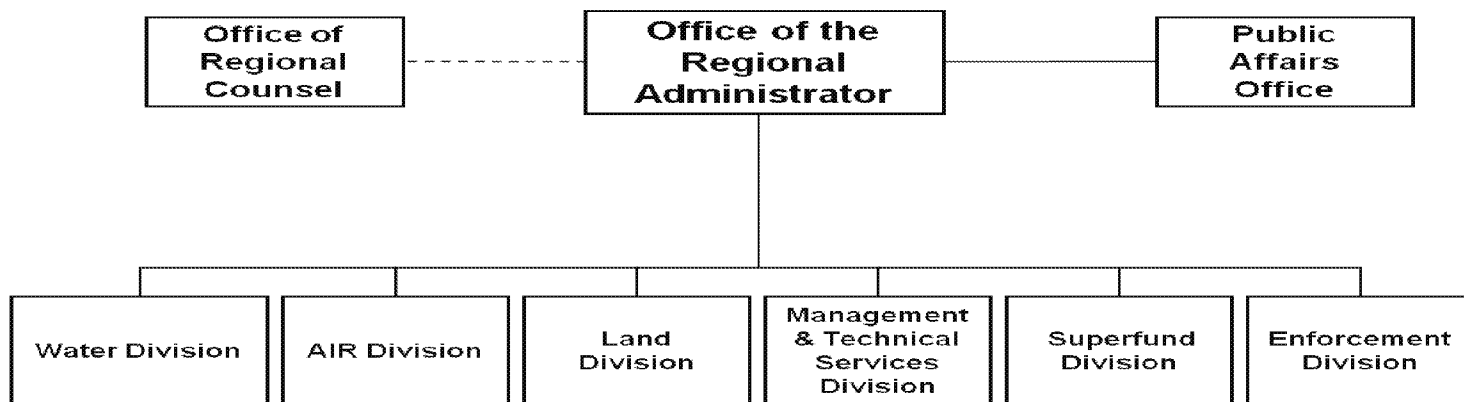
## REGION 9

*CURRENT ORGANIZATION – APPROVED 02/10/2013*



## REGION 9

*PROPOSED ORGANIZATION*





# ATTACHMENT 2a - Summary of Targeted Administrative Support Occupations

Duty Station	Series	Title/Grade	Total Positions in Targeted Series	Regular Retirement Eligibility as of 3/31/14	VERA Eligible as of 3/31/14
EPA R9 – San Francisco, CA	29	Environmental Protection Assistant Environmental Protection Assistant (OA) (GS-7,8,9)	7	2	4
EPA R9 – San Francisco, CA	203	Human Resources Assistant (HR Development) (GS-7)	1	0	0
EPA R9 – San Francisco, CA	303	Administrative Service Assistant (OA) (GS-8) Administrative Support Assistant (OA) (GS-6) Community Involvement Assistant (OA) (GS-8) Project Assistant (Contracts) (GS-7) Freedom of Information Assistant (GS-9), Executive Staff Assistant (OA) (GS-9)	6	2	2
EPA R9 – San Francisco, CA – Los Angeles, CA	318	Secretary, Secretary (OA), Secretary(Office Automation) (GS-6,7,8,9,10,11)	17	6	4
EPA R9 – San Francisco, CA	326	Office Automation Assistant (GS-7)	2	0	0
EPA R9 – San Francisco, CA	335	Computer Assistant (GS-8)	1	0	1
EPA R9 – San Francisco, CA	561	Budget Technician (GS-9)	3	1	1
EPA R9 – San Francisco, CA	1106	Procurement Technician (GS-7)	1	1	0
<b>Total</b>			<b>38</b>	<b>12</b>	<b>12</b>

<b>ATTACHMENT 2b - Summary of Targeted Attorney-Advisor Occupations</b>					
<b>Duty Station</b>	<b>Series</b>	<b>Title/Grade</b>	<b>Total Positions in Targeted Series</b>	<b>Regular Retirement Eligibility as of 3/31/14</b>	<b>VERA Eligible as of 3/31/14</b>
EPA R9 – San Francisco, CA	905	Attorney-Advisor (GS-11,12,13,14,15) Supervisory Attorney-Advisor (GS-15)	66	13	16
EPA Region 9 – Los Angeles, CA	905	Attorney-Advisor (GS-14)	1	0	1
<b>Total</b>			<b>67</b>	<b>13</b>	<b>17</b>

### ATTACHMENT 2c - Summary of Targeted Program Support Occupations

Duty Station	Series	Title/Grade	Total Positions in Targeted Series	Regular Retirement Eligibility as of 3/31/14	VERA Eligible as of 3/31/14
EPA R9 – San Francisco, CA	560	Budget Analyst (GS-11,12,13) Lead Budget Analyst (GS-13)	13	1	6
EPA R9 – San Francisco, CA	501	Financial Specialist (GS-9,11)	2	0	1
EPA R9 – San Francisco, CA	510	Accountant (GS-12,13)	3	0	1
EPA R9 – San Francisco, CA	201	Human Resources Specialist (GS-12, 13), HR Specialist (Recruitment) (GS-13), HR Specialist (Labor Relations) (GS-13)	5	3	1
EPA R9 – San Francisco, CA	301	Administrative Specialist (GS-11), Congressional Liaison (GS-13), Emergency Preparedness Specialist (GS-13), Emergency Response Center Coordinator (GS-13), Records Management Specialist (GS-13), Facility and Security Specialist (GS-12), Property & Facilities Specialist (GS-11), Property/Facilities/Security Specialist (GS-11), Teams Development Specialist (GS-13)	9	2	6
EPA R9 – San Francisco, CA – Richmond, CA	341	Administrative Officer (GS-12,13)	4	1	3
EPA R9 – San Francisco, CA – Los Angeles, CA	343	Management Analyst (GS-12,13) Management Analysis Officer (GS-13) Program Analyst (GS-12,13) Management and Program Analyst (GS-12,13)	13	3	5
EPA R9 – San Francisco, CA	391	Telecommunications Specialist(GS-13)	2	1	0
EPA R9 – San Francisco, CA – Los Angeles, CA	2210	IT Specialist, Information Technology Specialist, IT Specialist(DataMgt), IT Specialist (APPSW), IT Specialist (Sys Admin), IT Specialist (Data Mgmt Sys Admin), IT Specialist (SYSADMIN/APPSW), IT Specialist (Internet) (GS-12,13)	17	1	11
EPA R9 – San Francisco, CA – Yuba City, CA	260	Equal Employment Specialist (GS-13)	1	0	0
EPA R9 – San Francisco, CA	415	Toxicologist (GS-13)	1	0	1
EPA R9 – San Francisco, CA - Richmond, CA	1320	Chemist (GS-13)	7	2	1
EPA R9 – San Francisco, CA	150	Geographer (GS-12)	1	0	1

# ATTACHMENT 2c (cont.) - Summary of Targeted Program Support Occupations

Duty Station	Series	Title/Grade	Total Positions in Targeted Series	Regular Retirement Eligibility as of 3/31/14	VERA Eligible as of 3/31/14
EPA R9 – San Francisco, CA	1370	Cartographer (GIS) (GS-13)	2	0	1
EPA R9 – San Francisco, CA	690	Industrial Hygienist (GS-13)	1	0	1
EPA R9 – San Francisco, CA – Los Angeles, CA – Honolulu, HI	1035	Public Affairs Specialist (GS-13)	4	0	1
EPA R9 – San Francisco, CA	1071	Audiovisual Production Specialist (GS-13)	1	0	0
EPA R9 – San Francisco, CA	1082	Writer-Editor (GS-12) Writer-Editor (Web) (GS-13)	3	0	1
EPA R9 – San Francisco, CA	1101	Project Officer (Contracts) (GS-13), Project Specialist (Contracts)(GS-12), Property Management Officer (GS-12)	6	3	2
EPA R9 – San Francisco, CA	18	Safety and Occupational Health Specialist (GS-12)	1	0	1
EPA R9 – San Francisco, CA	80	Physical Security Specialist (GS-12)	1	0	1
EPA R9 – San Francisco, CA	1410	Librarian (GS-13)	1	0	0
EPA R9 – San Francisco, CA – Los Angeles, CA	1810	Investigator (GS-12,13)	5	2	0
<b>Total</b>			<b>103</b>	<b>19</b>	<b>45</b>

<b>ATTACHMENT 2d - Summary of Targeted Grants and Project Officer Occupations</b>					
<b>Duty Station</b>	<b>Series</b>	<b>Title/Grade</b>	<b>Total Positions in Targeted Series</b>	<b>Regular Retirement Eligibility as of 3/31/14</b>	<b>VERA Eligible as of 3/31/14</b>
EPA R9 – San Francisco, CA – Los Angeles, CA – San Diego, CA – Yreka, CA – Honolulu, HI	28	Environmental Protection Specialist (GS-9,10,11,12,13)	136	22	36
EPA R9 – San Francisco, CA – Richmond, CA – Honolulu, HI	401	Life Scientist, Biologist (GS-9,12,13)	40	6	3
EPA R9 – San Francisco, CA – San Diego, CA – Stateline, NV – Carson City, NV – Los Angeles, CA	819	Environmental Engineer (GS-7,9,11,12,13), Environmental Engineer (RPM) (GS-13)	114	15	26
EPA R9 – San Francisco, CA	1101	Grants Program Analyst (GS-13)	1	1	0
EPA R9 – San Francisco, CA	1109	Grants Management Specialist (GS-12,13), Lead Grants Management Specialist (GS-13)	15	3	5
EPA R9 – San Francisco, CA – Long Beach, CA – Los Angeles, CA – Sacramento, CA – Carson City, NV, Honolulu, HI	1301	Environmental Scientist, Environmental Scientist (OSC), Hydrogeologist, Physical Scientist, Physical Scientist (RPM) (GS-9,11,12,13)	115	23	26
EPA R9 – San Francisco, CA	301	Community Involvement Specialist (GS-12), Environmental Education Coordinator (GS-13)	3	1	0
<b>Total</b>			<b>424</b>	<b>71</b>	<b>96</b>

**ATTACHMENT 2e - Summary of Targeted Supervisory and Specialized Non-Supervisory  
GS-14/15 Occupations**

Duty Station	Series	Title/Grade	Total Positions in Targeted Series	Regular Retirement Eligibility as of 3/31/14	VERA Eligible as of 3/31/14
EPA R9 – San Francisco, CA – San Diego, CA – Los Angeles, CA – Tucson, AZ	28	Environmental Protection Specialist (GS-14,15), Environmental Protection Specialist (Title 5 Supv) (GS14)), Supervisory Environmental Protection Specialist (GS-14,15)	69	16	28
EPA R9 – San Francisco, CA	201	Assistant Human Resources Officer (GS-14), Human Resources Officer (GS-15)	2	1	1
EPA R9 – San Francisco, CA	260	Equal Employment Manager (GS-14)	1	0	1
EPA R9 – San Francisco, CA	301	Homeland Security Coordinator (GS-14), Information Resource Manager (GS-15), Supervisory Community Involvement Specialist (GS-14)	3	1	0
EPA R9 – San Francisco, CA	340	Deputy Director (GS-15)	2	1	0
EPA R9 – San Francisco, CA	342	Supervisory Support Services Specialist (GS-14)	1	0	0
EPA R9 – San Francisco, CA	343	Management and Program Analysis Officer (GS-14), Management and Program Analyst (GS-15), Supervisory Program Analyst (GS-15)	3	0	3
EPA R9 – San Francisco, CA	391	Telecommunications Specialist (Data) (GS-14)	1	0	1
EPA R9 – San Francisco, CA	401	Life Scientist (GS-14)	1	1	0
EPA R9 – San Francisco, CA	415	Toxicologist (GS-14)	2	0	1
EPA R9 – San Francisco, CA	505	Financial Manager (GS-15)	1	0	1
EPA R9 – San Francisco, CA	510	Supervisory Accountant (GS-14)	1	1	0

**ATTACHMENT 2e (cont.) - Summary of Targeted Supervisory and  
Specialized Non-Supervisory GS-14/15 Occupations**

<b>Duty Station</b>	<b>Series</b>	<b>Title/Grade</b>	<b>Total Positions in Targeted Series</b>	<b>Regular Retirement Eligibility as of 3/31/14</b>	<b>VERA Eligible as of 3/31/14</b>
EPA R9 – San Francisco, CA	560	Budget Officer (GS-14)	1	0	1
EPA R9 – San Francisco, CA – Los Angeles, CA – Long Beach, CA	819	Environmental Engineer (GS-14)	3	1	1
EPA R9 – San Francisco, CA	1035	Supervisory Public Affairs (GS-14)	1	0	1
EPA R9 – San Francisco, CA	1109	Supervisory Grants Management Specialist (GS-14)	1	0	1
EPA R9 – San Francisco, CA – Richmond, CA – Honolulu, HI – Carson City, NV	1301	Environmental Scientist (GS-14), Environmental Scientist/OSC (GS-14), Supervisory Environmental Scientist (GS-14,15)	11	5	5
EPA R9 – San Francisco, CA	2210	IT Specialist (GS-14), Supervisory IT Specialist (GS-14)	3	3	0
<b>Total</b>			<b>107</b>	<b>30</b>	<b>45</b>

**ATTACHMENT 2f - Summary of Targeted Senior Executive Service Positions**

<b>Duty Station</b>	<b>Series</b>	<b>Title/Grade</b>	<b>Total Positions in Targeted Series</b>	<b>Regular Retirement Eligibility as of 3/31/14</b>	<b>VERA Eligible as of 3/31/14</b>
EPA R9 – San Francisco, CA	340	Assistant Regional Administrator (SES), Deputy Regional Administrator (SES), Director - Superfund (SES), Director – Water (SES), Director – Waste (SES), Director – Air (SES), Director – Enforcement (SES)	7	3	4
<b>Total</b>			<b>7</b>	<b>3</b>	<b>4</b>
<b>Overall Totals</b>			<b>746</b>	<b>148</b>	<b>219</b>

<b>ATTACHMENT 3a - Summary of VERA/VSIP Offer Allocation – Administrative Support Occupations</b>				
<b>Series</b>	<b>Title/Grade</b>	<b>Duty Station</b>	<b>Positions in Targeted Series</b>	<b>Maximum # of VERA/VSIP Offers in Occupations</b>
29	Environmental Protection Assistant, Environmental Protection Assistant (OA) (GS-7,8,9)	EPA R9 – San Francisco, CA	7	Up to 15
203	Human Resources Assistant (HR Development) (GS-7)	EPA R9 – San Francisco, CA	1	
303	Administrative Service Assistant (GS-8), Administrative Support Assistant (OA) (GS-6), Community Involvement Assistant (OA) (GS-8), Project Assistant (Contracts) (GS-7), Freedom of Information Assistant (GS-9), Executive Staff Assistant (OA) (GS-9)	EPA R9 – San Francisco, CA	6	
318	Secretary, Secretary (OA), Secretary (Office Automation) (GS-6,7,8,9,10,11)	EPA R9 – San Francisco, CA – Los Angeles, CA	17	
326	Office Automation Assistant (GS-7)	EPA R9 – San Francisco, CA	2	
335	Computer Assistant (GS-8)	EPA R9 – San Francisco, CA	1	
561	Budget Technician (GS-9)	EPA R9 – San Francisco, CA	3	
1106	Procurement Technician (GS-7)	EPA R9 – San Francisco, CA	1	
<b>Total</b>			<b>38</b>	

<b>ATTACHMENT 3b - Summary of VERA/VSIP Offer Allocation – Attorney-Advisor Occupations</b>				
<b>Series</b>	<b>Title/Grade</b>	<b>Duty Station</b>	<b>Positions in Targeted Series</b>	<b>Maximum # of VERA/VSIP Offers in Occupations</b>
905	Attorney-Advisor (GS-11,12,13,14,15) – Supervisory Attorney – Advisor (GS-15)	EPA R9 – San Francisco, CA	66	Up to 5
905	Attorney-Advisor (GS-14)	EPA Region 9 – Los Angeles, CA	1	Up to 1
<b>Total</b>			<b>67</b>	<b>Up to 6</b>



**ATTACHMENT 3c - Summary of VERA/VSIP Offer Allocation –  
Program Support Occupations (Up to 20 Offers)**

Series	Title/Grade	Duty Station	Positions in Targeted Series	Maximum # VERA/VSIP Offers in Occupations
560	Budget Analyst (GS-11,12,13)	EPA R9 – San Francisco, CA	13	Up to 20
501	Financial Specialist (GS-9,11)	EPA R9 – San Francisco, CA	2	
510	Accountant (GS-12,13)	EPA R9 – San Francisco, CA	3	
201	Human Resources Specialist, HR Specialist (Recruitment), HR Specialist (Labor Relations) (GS-12,13)	EPA R9 – San Francisco, CA	5	
301	Administrative Specialist (GS-11), Congressional Liaison (GS-13), Emergency Preparedness Spec. (GS-13), Emergency Response Center Coordinator (GS-13), Records Management Specialist (GS-13), Facility & Security Specialist (GS-12), Property & Facilities Specialist (GS-11), Property/Facilities/Security Specialist (GS-11), Teams Development Specialist (GS-13)	EPA R9 – San Francisco, CA	9	
341	Administrative Officer (GS-12,13)	EPA R9 – San Francisco, CA - Richmond, CA	4	
343	Management Analyst (GS-12,13), Management Analysis Officer (GS-13), Program Analyst (GS-12,13), Management and Program Analyst (GS-12,13)	EPA R9 – San Francisco, CA – Los Angeles, CA	13	
391	Telecommunications Specialist (GS-13)	EPA R9 – San Francisco, CA	2	
2210	IT Specialist, Information Technology Specialist, IT Specialist(DataMgt), IT Specialist (APPSW), IT Specialist (Sys Admin), IT Specialist (Data Mgmt Sys Admin), IT Specialist (SYSADMIN/APPSW), IT Specialist (Internet) (GS-12,13)	EPA R9 – San Francisco, CA – Los Angeles, CA	17	
260	Equal Employment Specialist (GS-13)	EPA R9 – San Francisco, CA – Yuba City, CA	1	
415	Toxicologist (GS-13)	EPA R9 – San Francisco, CA	1	
1320	Chemist (GS-13)	EPA R9 – San Francisco, CA - Richmond, CA	7	
150	Geographer (GS-12)	EPA R9 – San Francisco, CA	1	
1370	Cartographer (GIS) (GS-13)	EPA R9 – San Francisco, CA	2	
690	Industrial Hygienist (GS-13)	EPA R9 – San Francisco, CA	1	

<b>ATTACHMENT 3c (cont.) Summary of VERA/VSIP Offer Allocation - Program Support Occupations</b>			
<b>Series</b>	<b>Title/Grade</b>	<b>Duty Station</b>	<b>Positions in Targeted Series</b>
1035	Public Affairs Specialist (GS-13)	EPA R9 –San Francisco, CA – Los Angeles, CA – Honolulu, HI	4
1101	Project Officer (Contracts) (GS-13), Project Specialist (Contracts) (GS-12), Property Management Officer (GS-12)	EPA R9 –San Francisco, CA	6
1071	Audiovisual Production Specialist (GS-13)	EPA R9 –San Francisco, CA	1
1082	Writer/Editor, Writer/Editor (Web) (GS-12,13)	EPA R9 –San Francisco, CA	3
18	Safety and Occupational Health Specialist (GS-12)	EPA R9 –San Francisco, CA	1
80	Physical Security Specialist (GS-12)	EPA R9 –San Francisco, CA	1
1410	Librarian (GS-13)	EPA R9 –San Francisco, CA	1
1810	Investigator (GS-12,13)	EPA R9 –San Francisco, CA – Los Angeles, CA	5
		<b>Total</b>	<b>103</b>

**ATTACHMENT 3d - Summary of VERA/VSIP Offer Allocation –  
Grants and Project Officer Occupations**

<b>Series</b>	<b>Title/Grade</b>	<b>Duty Station</b>	<b>Total Positions in Targeted Series</b>	<b>Maximum # of VERA/VSIP Offers in Occupations</b>
28	Environmental Protection Specialist (GS-9,10,11,12,13)	EPA R9 – San Francisco, CA – Los Angeles, CA – San Diego, CA – Yreka, CA – Honolulu, HI	136	Up to 48
401	Life Scientist, Biologist (GS-9,12,13)	EPA R9 – San Francisco, CA – Richmond, CA – Honolulu, HI	40	
819	Environmental Engineer, Environmental Engineer (RPM) (GS-7,9,11,12,13)	EPA R9 – San Francisco, CA – San Diego, CA – Stateline, NV – Carson City, NV – Los Angeles, CA	114	
1101	Grants Program Analyst (GS-13)	EPA R9 –San Francisco, CA	1	
1109	Grants Management Specialist, Lead Grants Management Specialist (GS-12,13)	EPA R9 –San Francisco, CA	15	
1301	Environmental Scientist, Environmental Scientist (OSC), Hydrogeologist, Physical Scientist, Physical Scientist (RPM) (GS-9,11,12,13)	EPA R9 – San Francisco, CA- Southern California Office – Los Angeles, CA – Davis, CA – Carson City, NV, Honolulu, HI	115	
301	Community Involvement Specialist (GS-12), Environmental Education Coordinator (GS-13)	EPA R9 – San Francisco, CA	3	
<b>Total</b>			<b>424</b>	

<b>ATTACHMENT 3e - Summary of VERA/VSIP Offer Allocation – Supervisory and Specialized Non-Supervisory GS-14/15 Occupations</b>				
<b>Series</b>	<b>Title/Grade</b>	<b>Duty Station</b>	<b>Total Positions in Targeted Series</b>	<b>Maximum # of VERA/VSIP Offers in Occupations</b>
28	Environmental Protection Specialist, Environmental Protection Specialist (Title 5 Supv) (GS-14,15), Supervisory Environmental Protection Specialist (GS-14,15)	EPA R9 – San Francisco, CA – San Diego, CA – Los Angeles, CA – Tucson, AZ	69	Up to 15
201	Assistant Human Resources Officer (GS-14), Human Resources Officer (GS-15)	EPA R9 – San Francisco, CA	2	
260	Equal Employment Manager (GS-14)	EPA R9 – San Francisco, CA	1	
301	Homeland Security Coordinator (GS-14), Information Resource Manager (GS-15), Supervisory Community Involvement Specialist (GS-14)	EPA R9 – San Francisco, CA	3	
340	Deputy Director (GS-15)	EPA R9 – San Francisco, CA	2	
342	Supervisory Support Services Specialist (GS-14)	EPA R9 – San Francisco, CA	1	
343	Management and Program Analysis Officer (GS-14), Management and Program Analyst (GS-15), Supervisory Program Analyst (GS-15)	EPA R9 – San Francisco, CA	3	
391	Telecommunications Specialist (Data) (GS-14)	EPA R9 – San Francisco, CA	1	
401	Life Scientist (GS-14)	EPA R9 – San Francisco, CA	1	
415	Toxicologist (GS-14)	EPA R9 – San Francisco, CA	2	
505	Financial Manager (GS-15)	EPA R9 – San Francisco, CA	1	
510	Supervisory Accountant (GS-14)	EPA R9 – San Francisco, CA	1	
560	Budget officer (GS-14)	EPA R9 – San Francisco, CA	1	
819	Environmental Engineer (GS-14)	EPA R9 – San Francisco, CA – Los Angeles, CA	3	

**ATTACHMENT 3e (cont.) - Summary of VERA/VSIP Offer Allocation –  
Supervisory and Specialized Non-Supervisory GS-14/15 Occupations  
(Up to 15 Offers)**

Series	Title/Grade	Duty Station	Total Positions in Targeted Series	
1035	Supervisory Public Affairs (GS-14)	EPA R9 – San Francisco, CA	1	
1109	Supervisory Grants Management Specialist (GS-14)	EPA R9 – San Francisco, CA	1	
1301	Environmental Scientist, Environmental Scientist/OSC (GS-14), Supervisory Environmental Scientist (GS-14,15)	EPA R9 – San Francisco, CA – Richmond, CA – Honolulu, HI – Carson City, NV	11	
2210	IT Specialist (GS-14), Supervisory IT Specialist (GS-14)	EPA R9 – San Francisco, CA	3	
		<b>Total</b>	<b>107</b>	

**ATTACHMENT 3f - Summary of VERA/VSIP Offer Allocation by  
Series/Grade/Duty Station – Senior Executive Service Positions**

Series	Title/Grade	Duty Station	Total Positions in Targeted Series	Maximum # of VERA/VSIP Offers in Occupations
340	Assistant Regional Administrator (SES), Deputy Regional Administrator (SES), Director - Superfund (SES), Director – Water (SES), Director – Waste (SES), Director – Air (SES), Director – Enforcement (SES)	EPA Region 9 – San Francisco, CA	7	Up to 1
		<b>Total</b>	<b>7</b>	

**ATTACHMENT 3g - VERA/VSIP Offer Allocation Summary**

Administrative Support Occupations	Attorney-Advisor Occupations	Program Support Positions	Grants and Project Officer Occupations	Supervisory and Specialized Non-Supervisory GS – 14,15	Senior Executive Service Positions
15	6	20	48	15	1
<b>Total VERA/VSIP Offers:</b>					<b>105</b>

[ PAGE \\* MERGEFORMAT ]

<b>ATTACHMENT 4 – Reshaping the Workforce by Occupation Category</b>						
<b>Occupation Category</b>	<b>Positions Ineligible*/ Excluded from VERA/VSIP</b>	<b>Total Positions in Targeted Series</b>	<b>Total Onboard Positions</b>	<b>Projected Attrition via VERA/VSIP</b>	<b>Projected Reshaping Onboarding</b>	<b>Projected Post VERA/VSIP Ceiling</b>
Administrative Support Occupations	1	38	39	15	7	31
Attorney-Advisor Occupations	2	67	69	6	2	66
Programmatic Support Occupations	22	103	125	20	10	115
Grants and Project Officer Occupations	8	424	432	48	24	408
Supervisory and Specialized Non-Supervisory GS-14, 15 Occupations	1	107	108	15	7	100
Senior Executive Service Positions	1	7	8	1	0	6
<b>Total</b>	<b>35</b>	<b>746</b>	<b>781</b>	<b>105</b>	<b>51</b>	<b>726</b>

\*Ineligible includes Term/Temporary employees, Re-employed Annuitants, PHS Officers, and Political Appointees

**ATTACHMENT 5 - Summary of Excluded Occupations by Series/Grade/Duty Station**

<b>Duty Station</b>	<b>Series</b>	<b>Title/Grade</b>	<b>Total Positions in Excluded Series</b>	<b>Regular Retirement Eligibility as of 3/31/14</b>	<b>VERA Eligible as of 3/31/14</b>
EPA R9 – San Francisco, CA Office	2210	IT Specialist (Information Security) (GS-13)	1	1	0
EPA R9 – San Francisco, CA Office	1102	Contract Specialist (GS-12,13), Procurement Analyst (GS-13), Supervisory Contract Specialist (GS-14)	8	2	3



**U.S. Environmental Protection Agency  
Request for  
Voluntary Early Retirement Authority  
and  
Voluntary Separation Incentive Payments  
for the  
Office of Administration and Resources Management  
Office of Administration**

- I. Introduction**
- II. Background**
- III. Reshaping the Workforce**
- IV. Budget Neutrality**
- V. Performance Measures to Assess Use of the VERA and VSIP Authority**
- VI. Voluntary Early Retirement Authority (VERA)**
- VII. Voluntary Separation Incentive Payments (VSIP)**

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**Attachments:**

- 1 – Current Organization Chart**
- 2 – New Organization Chart**
- 3 – Targeted Positions and Maximum Offers by Series, Grade, Organization and Function  
(Support, Programmatic and Supervisory)**
- 4 – Summary of Targeted Positions by Eligibility**



U.S. Environmental Protection Agency  
Request for  
Voluntary Early Retirement Authority  
and  
Voluntary Separation Incentive Payments  
for the  
Office of Administration and Resources Management  
Office of Administration

## I. Introduction

In accordance with Section 1313(b) of the Chief Human Capital Officer's Act of 2002, the U.S. Environmental Protection Agency (EPA), Office of Administration and Resources Management (OARM), Office of Administration (OA) is requesting approval authority through April 30, 2014, for the use of Voluntary Early Retirement Authority (VERA/Early-Out) and Voluntary Separation Incentive Payments (VSIP/Buy-Out). The OA will use these authorities to accomplish the following results:

- **Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.**
- **Reshape the current workforce to correct significant competency gaps by creating a limited number of vacancies which allows the organization to recruit new staff with critical knowledge, skills and abilities in some current and some new job classification series to create a higher-performing organization.**
- **Restructure, reorganize and reduce existing staff layers to improve organizational productivity while reducing the personnel ceiling from 113 to 102 to meet agency reductions in staffing and associated payroll costs, and to reduce the number of supervisors and supervisory units from 15 to 10.**
- **Reduce and rebalance the OA's current top-heavy GS-13 to GS-15 grade structure to create backfill opportunities for recruiting at generally lower grade and career ladder levels.**

VERA and VSIP opportunities will be available to a targeted 82 of 113 positions in 8 support job series, 6 programmatic series and 6 supervisory series. As noted in section III, targeting decisions were made by senior managers based on the specific mission needs required to reshape and reposition the organization by correcting competency gaps necessary to meet federal and agency mandates. This proposal sets a maximum number of VERA/VSIPs to be offered for supervisors and staff in each of the included series with a total of 45 offers as shown in attachment 3. Decisions on who actually receives incentive payments will be based on a "first-in, first out" process within each job category (support, programmatic and supervisory) and series.

An approved VERA/VSIP will enable the changes needed to ensure the OA can respond to the new directions and expectations for the agency.

## II. Background

The EPA was established in 1970 to protect human health and the environment. The agency's mission was initially delineated in thirteen different environmental statutes which addressed air, water and waste media. Administrative support for the programs, employees and facilities were centralized in a single non-media based organization led by an appointed Assistant Administrator. Today, that administrative support is provided by the Office of Administration, a critical component of the Office of Administration and Resources Management.

Centralized administrative support is provided to the agency through a 113 FTE headquarters-located organization whose employees work in Washington, D.C. and Arlington, Va. The OA has historically been responsible for nationwide operational support of the EPA, including providing efficient and state-of-the-art facilities in over 130 leased office buildings and more than 30 laboratories, and providing safe and secure working conditions to the agency's workforce. In fulfilling its role, the OA has performed many support and administrative services, including such national functions as real property leasing, construction and rental management; facility repair and improvement; physical and personnel security; vehicle fleet and transportation management; personal property and fixed asset management; and safety, health and wellness activities. For the EPA headquarters locations, additional support services have included shuttle bus operations, transit subsidy benefits, printing and photocopying services, forms management and supply store, fitness center and health unit operations, labor services (including signage and employee moves), u-drive vehicles, executive motor pool, mail pickup and delivery, and a building services desk to handle employee calls for miscellaneous facility issues, such as temperature settings, pests, spills and water leaks.

New imperatives now require a change in our workforce to enable the OA to be efficient, effective and responsive. Moving forward, the OA must find more efficient and cost-effective ways for reducing pollution and achieving higher performance and greater energy efficiency in operating sustainable buildings and laboratories. It must comply with emerging federal mandates for extensive space consolidation and real property inventory reduction, while also addressing new requirements for personnel, physical and information security. Finally, the OA must also work within the parameters of reduced access to contractor expertise. This proposal is intended to be the catalyst that will enable the OA to reshape its workforce by realigning its organizational and personnel focus to more programmatic functions, by correcting significant competency gaps, by restructuring and delayering to improve productivity through reduced staffing and supervisory requirements, and by rebalancing its top-heavy grade structure to achieve necessary cost savings.

There are four elements that comprise the need for change. These include:

### Transitioning to a More Programmatic Focus

The OA's current organizational structure has been designed to optimize the performance of our traditional operational activities. However, a recent change in focus, emanating from the EPA's FY 2011 – 2015 strategic plan, which produces a blueprint for accomplishing the agency's priorities, requires the OA to realign, reshape, restructure and rebalance. The agency strategic plan includes the following high-level goals:

1. Taking Action on Climate Change and Improving Air Quality,
2. Protecting America's Waters,
3. Cleaning Up Communities and Advancing Sustainable Development,
4. Ensuring the Safety of Chemicals and Preventing Pollution,
5. Enforcing Environmental Laws.

Emanating from these goals are supporting cross-cutting strategies which require the OA to shift emphasis from core administrative activities to priority activities directly related to a more strategic focus on programmatic work. Two of the strategies are specific drivers of change including advancing technological innovation, and strengthening the EPA's workforce and capabilities. A notable example tied to the cross-cutting strategies relates to a necessity for the EPA and the OA to advance sustainable development, prevent pollution and internally comply with environmental laws in its portfolio of facilities and laboratories. This change in focus is also directed by a multitude of recent federal legislation, executive orders and directives which place stringent demands on the agency for greater conservation, improved resource stewardship and sustainability in its operational activities.

Some of the many new federal requirements in the resource conservation and sustainability programmatic areas that have had a significant impact on the OA's operations and have necessitated the need for a change in organizational structure and skill mix include: the Energy Policy Act of 2005; the Energy Independence and Security Act of 2007; Executive Order 13423, *Strengthening Federal Environmental, Energy, and Transportation Management*, signed in 2007; and Executive Order 13514, *Federal Leadership in Environmental, Energy, and Economic Performance*, signed in 2009. In response to these federal requirements and to demonstrate environmental leadership, the EPA established its first Strategic Sustainability Performance Plan in 2010, which supports the agency's strategic goals, and establishes aggressive targets for reducing its carbon footprint, conserving resources, improving its operational efficiencies and protecting the environment.

To support the change in focus, the OA must alter its organizational structure and personnel competencies which have not kept pace. Its organizational structure is obsolete, there are too many support job series and not enough essential programmatic series, and its current workforce lacks essential skills necessary for fulfilling agency needs.

While the OA is responsible for much of the work included in the agency Strategic Sustainability Performance Plan, its staff does not have the necessary technical and professional capabilities and skill mix for necessary implementation. For example, it currently does not have any electrical engineers (0850), environmental engineers (0819), or environmental protection specialists (0028), and has only one civil engineer (0810) and only one position in Traffic Management (2130). While it has two architects (0808) and five mechanical engineers (0830), these positions have primarily functioned as project managers for the past two decades. Employees with more recent specialized professional technical training and skills are needed to identify and implement strategies and projects consistent with the sustainability plan. The absence of positions with expertise and experience in technical disciplines, such as LEED (Leadership in Energy and Environmental Design) certification, green engineering and sustainable space planning and design, jeopardizes the EPA's ability to comply with the mandates outlined in the listed federal legislation and executive orders.

The OA's skill mix deficiencies are severe and can be addressed by the OA VERA/VSIP proposal to enable EPA to reshape the delivery of its essential services.

#### Requirements for Space Consolidation and Reduction Demand New Competencies

In recent years, the OA has been asked to lead a targeted 20 percent reduction in the EPA's approximate 10 million gross square feet of space over the next 10 years. These agency goals were established in response to the President's June 10, 2010, Memorandum, *Disposing of Unneeded Federal Real Estate*. These activities will yield substantial rent savings and avoidance, as well as help achieve significant energy, water and greenhouse gas emission reductions as the EPA shrinks its overall physical and environmental footprint.

During the past several years, the OA has worked to integrate a new, more comprehensive master-planning program into its operations, which will contribute to the space consolidation and release effort. Under this program, the EPA's real property inventory will be evaluated on several different levels: at the individual facility level to include all aspects of infrastructure, energy and sustainability; at the comparative, similar facility-to-facility level, for example, wet lab to wet lab; and across the full real property inventory. In order to implement this new approach, personnel with training and experience in green laboratory planning and design are required. Any future reduction in the current number of EPA's laboratories will also require more extensive environmental due diligence and decommissioning activities. The OA does not currently have such competencies.

In addition to the engineering skills necessary to fulfill the responsibilities of the Strategic Sustainability Performance Plan, an additional fire protection engineer (0804) is needed to undertake pre-construction reviews of building modification plans. While the OA currently has one fire protection engineer position, the increased workload resulting from the space consolidation and reduction activities requires an additional position. Consolidating space invariably leads to infrastructure modifications involving new walls, door relocations and new aisles leading to egress of space. These changes can result in fire and life-safety issues, such as sprinkler head spacing not being adjusted, doors being eliminated which reduce the number of required exits or that make the length of the pathways to an exit too long, and exit signage that becomes obstructed or does not reflect the new exit locations. These potential safety issues can be minimized by the active participation of a fire protection engineer throughout the design and build-out process.

#### Requirements for Greater Security: Personnel, Classified Information, Insider Threat, Identity Management and Physical

Other recent federal requirements have elevated programmatic responsibilities for greater security activities relating to personnel, classified information, identity management and physical infrastructure. Two executive orders that have significantly impacted the OA's personnel security workload, both quantitatively and qualitatively, are EO 13467, *Reforming Processes Related to Suitability for Government Employment, Fitness for Contractor Employees, and Eligibility for Access to Classified National Security Information*, signed in 2008, and EO 13488, *Granting Reciprocity on Excepted Service and Federal Contractor Employee Fitness and Reinvestigating Individuals in Positions of Public Trust*, signed in 2009. The requirements contained in these directives are within the OA's programmatic purview and have increased substantially the volume of personnel security background investigations

and necessitated a greater need for adjudicators and other positions pertaining to security investigative requirements and security clearances.

Executive Order 13587, *Structural Reforms to Improve the Security of Classified Networks and the Responsible Sharing and Safeguarding of Classified Information*, signed in 2011, requires the development of an agencywide insider threat program to identify and mitigate fraud, theft of classified national security information, espionage and information technology sabotage. The OA's current workforce lacks the requisite skills to analyze the technical and non-technical (human/psychological) indicators to provide a holistic view of the agency's insider threat risk from individuals identified as potential threats. New positions are needed with skills to identify physiological events, anomalous, suspicious, or concerning non-technical behaviors, to conduct compliance inspections and unauthorized disclosure investigations, and to coordinate with scientific, technical and other subject-matter specialists to assess risk and value of loss.

The implementation of the *Federal Identity, Credential, and Access Management Roadmap and Implementation Guidance*, dated February 25, 2011, requires internal operating changes to more effectively manage and oversee complex ICAM programs and incorporate new procedures into agency capital planning, accountability, acquisition and security processes. These requirements include an improvement in the EPA's cybersecurity posture with standard controls around identity and access management and the implementation of physical and logical access controls that are interoperable with other federal agencies. Skilled positions are required with knowledge and understanding of Personal Identity Verification card lifecycle and credentials, as defined by the National Institute of Standards and Technology, the Federal Public Key Infrastructure, and by Federal Information Processing Standards.

Numerous requirements pertaining to physical security include the Interagency Security Committee's Facility Security Level Determination Standard, Risk Management Process, and Physical Security Criteria for Federal Facilities Standard and Design-Basis Threat. Skilled positions of security professionals, engineers, building managers, and architects are needed with basic knowledge pertaining to ISC and its facility security standards, processes and practices. Additional knowledge and skill sets that are vital to the OA pertain to Crime Prevention Through Environmental Design, the National Infrastructure Protection Plan and the National Fire Protection Association standards intended to increase emphasis on fire life-safety management to reduce workplace hazards and violence, and protect employees. These physical security parameters require position competencies pertaining to security assessments, intrusion detection systems, biometrics and security force management.

As a result of the many new security directives, the OA must develop and acquire new skill sets which will be enabled by the VERA/VSIP proposal. Failure to address the security-related competency issues will result in a significant agency vulnerability.

#### Fewer Contractor Resources Require In-House Expertise

From FY 2012 to 2013, the OA's discretionary funding has been dramatically reduced. The OA must continue to do much more programmatically with much fewer resources, yet does not have the appropriate capabilities and skill mix among its current employees. In order to obtain the necessary expertise, the OA must accelerate its low staff attrition of less than one percent in 2012, the last full calendar year, to reduce its current on-board employees from 113 to 102.

The OA's reduced discretionary funding severely restricts its access to contractor expertise and support. For many years, the OA has been heavily dependent upon contractor competencies and personnel to help design and construct state-of-the art and energy-efficient facilities and other cutting-edge activities, as well as routine agency business, such as facility environmental, health and safety audits and security assessments. The significant reduction in the OA's discretionary funding impairs its ability to obtain contractors' technical proficiency and creates the necessity for the existing federal staff to have the requisite expertise and skills. The EPA is currently undertaking a study of its science methods and facilities. Because the agency and the OA, in particular, lack the technical planning and design skills described above, the EPA is almost wholly dependent on contractors to conduct this study.

The change in work performed internally alters the mix of staff necessary for contract management, changing the work characteristics of the OA federal staff from managing contracts to actually performing the highly sophisticated work themselves. Currently, the OA has 47 contracts valued at over \$200 million, and more than half of its personnel are certified contracting officers' technical representatives (COTRs). While many of these individuals have significant contracts management responsibilities, the need for this number of contract managers is much less, whereas the need for on-board federal employees with the necessary professional skills is much greater.

With the infusion of new technical competencies such as environmental engineers, LEED architects and sustainable lab planners and the elimination of contract management skills enabled by an approved OA VERA/VISP proposal, the OA will be positioned to provide the services required and take a more central role in advising the EPA on its science facilities.

### **III. Reshaping the Workforce**

The OA VERA/VISP proposal will be used to: realign the workforce from general support services to essential programmatic activities necessary for meeting the agency's strategic goals and expanded federal requirements; correct significant competency gaps by creating a limited number of new positions in some current and some new job series to recruit for necessary skill sets; acquire the skills necessary to respond to new security requirements; restructure, reorganize, and eliminate layering in the organization while reducing the personnel staffing number and needed supervisory requirements; and reduce and rebalance the current skewed high-level grade structure by general targeting for separation the GS-13 and above levels, while recruiting at generally lower grade and career ladder levels. These actions to incorporate new and enhance available competencies and to concentrate and redistribute duties in fewer staff according to complexity and grade requirements will essentially reshape the workforce, right-size the OA, save significant personnel costs, and improve overall organizational productivity and performance.

- **Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.**

The OA is realigning its organizational structure to place greater programmatic focus on priority areas and achieve a better distribution of budgetary and staffing resources, thereby resulting in enhanced operational efficiencies. Attachment 1 shows the current organization chart and attachment 2 shows the new organization chart. Although three divisions are maintained, they have a different alignment of

programmatic functions with each having responsibility for at least one of the OA's primary mission areas, along with a better balance in staffing levels. Currently, the Facilities Management and Services Division has 55 FTE with a discretionary budget of about \$39M; the Security Management Division has 28 FTE with a discretionary budget of about \$9M; and the Safety, Health and Environmental Management Division has 15 FTE with an approximate \$3M discretionary budget.

In the reorganization, shown in attachment 2, the Office of Portfolio Management (currently the Office of Administration) will drop from 113 to 102 personnel. The Safety and Sustainability Division will have 28 FTE that will focus primarily on federal environmental mandates regarding energy conservation, resource sustainability, plus nationwide environmental management systems, which is currently in a separate division. EMS is required by executive order to be the framework for enabling the agency to reduce its environmental impact and to operate more sustainably. The Infrastructure and Asset Management Division will have 33 FTE that will focus primarily on real and personal property activities, including facility master planning, architectural and engineering activities, and nationwide physical security to foster a more integrated and effective approach to the agency's space consolidation and building security improvement requirements. The Security Services and Headquarters Solutions Division will have 35 FTE that will primarily have a headquarters focus in providing services to the more than 6,000 locally-based employees, plus providing better emphasis on National Security Information, insider threats, and personnel security, including suitability background checks and badging operations.

- **Reshape the current workforce to correct significant competency gaps by creating a limited number of vacancies which allows the organization to recruit new staff with critical knowledge, skills and abilities in some current and some new job classification series creating a higher-performing organization.**

The OA plan to reshape its workforce competencies by transitioning from support to programmatic functions and acquiring much-needed technical skill sets requires targeting of positions. The targeted positions and resulting separations will create a limited number of new position vacancies. Specifically, this VERA/VSIP proposal is targeting:

- 45 positions in 8 general support series with a maximum 29 offers
- 25 positions in 6 programmatic series with a maximum of 9 offers
- 12 supervisory positions in 6 series with a maximum of 7 offers.

#### Targeted Support Series

0301 Miscellaneous Administration and Program – Three positions are targeted: one GS-15, one GS-13, and one GS-12 with two maximum offers to lower overall the overall staffing number and grade levels and to create a vacancy in a needed programmatic series. Any remaining administrative duties performed by these positions will be realigned within the 0343 Program Analyst series.

0303 Miscellaneous Clerk and Assistant – One GS-08 position is targeted with a maximum of one offer;  
0350 Equipment Operator – Four GS-04 positions are targeted with a maximum of four offers;  
0351 Printing Clerical – One GS-05 position is targeted with a maximum of one offer; and

1654 Printing Services – Three positions are targeted: one GS-14, one GS-13, and one GS-11 with a maximum of three offers available.

These positions provide general printing and photocopying support services to headquarters employees and will be discontinued in the reorganization. Most agency employees have convenient access to photocopy machines and desk-top printers so these job series are no longer needed. Any employees deciding not to separate will be reassigned to other support duties commensurate with their abilities and grade levels. Reducing these nine positions will provide vacancies for recruitment in other programmatic series, such as 0819 Environmental Engineer, 0850 Electrical Engineer, 1103 Industrial Property Management, 0028 Environmental Protection Specialist, and 0810 Civil Engineer.

0341 Administrative Officer – Two GS-11 positions are targeted with a maximum of two offers available. These reductions will lower the OA's overall personnel number. Much of the work performed in these positions has already been re-engineered into complex automated systems, such as time and labor, recruitment and personnel changes, travel management system, and performance management. These positions are no longer needed and the duties will be reassigned to other positions, such as in the 0343 Management and Program Analysis series.

0342 Support Services – Nine positions are targeted: one GS-14, seven GS-13s and one GS-12 with a maximum of nine offers. These reductions will lower the overall grade structure and lower the staffing on-board number, as well as create a limited number of new programmatic positions in other series, such as the 1176 Building Management, 0819 Environmental Engineer and 0850 Electrical Engineer. Currently, employees in each of the three divisions perform different types of building inspections and assessments, such as for physical vulnerabilities, facility system operations and workspace conditions, and environmental performance. In the new organization, many of these separate functions will be integrated into the same positions for enhanced productivity which lowers the need for the current number of FTEs.

0343 Management and Program Analysis – Twenty-two positions are targeted: five GS-15s, seven GS-14s and ten GS-13s with a total of seven maximum offers. This reduction will help rebalance the OA's grade structure and result in significant payroll savings. These positions are mostly used for "generalists" support activities, whereas more programmatic specialists are needed. These separations will also permit a limited number of new positions in different disciplines and job series as mentioned previously and also including 0028 Environmental Protection Specialist and 2130 Traffic Management.

#### Targeted Programmatic Series

0018 Safety and Occupational Health Management – Three positions are targeted: one GS-14 and two GS-13s with one maximum offer. This reduction will allow a replacement hire in other programmatic job series at a lower grade level to help lower the OA's overall grade structure.

0080 Security Administration – Ten positions are targeted: three GS-14s and seven GS-13s with a total of two maximum offers. These reductions will lower the OA's overall grade structure and create vacancies for replacement hires in the same series but with more specialized functional skills to handle expanded programmatic requirements pertaining to insider threat, personnel security and identify management as discussed in Section II.



0340 Program Manager – Two positions are targeted: two GS-15s with one maximum offer. If either of the GS-15 positions is vacated, it will help lower the overall organization grade structure and permit a different series backfill at a lower grade level.

0808 Architect – Two GS-14 positions are targeted with one maximum offer to create a backfill vacancy. These current positions have predominately been used to serve as COTRs, but different skill sets in this job series are critical for the OA to advance its space planning and consolidation initiatives, and its sustainability performance and green buildings LEED activities. The loss of contractor support in this area requires that new hires be able to use computer-aided design and drafting software as well as building information modeling to enable the agency to operate its facilities in a more efficient manner and to meet federal energy usage reduction mandates.

0830 Mechanical Engineer – Five GS-14 positions are targeted with three maximum offers to create a vacancy for potential recruitment of up to four new hires to obtain different skill sets. The OA needs these skills to continue its nationwide facility infrastructure replacement program and update many of its facility heating, ventilation and air conditioning (HVAC) and mechanical systems to be able to comply with federal mandates relating to energy conservation and operating efficiencies. Of particular relevance are skills pertaining to HVAC operations for laboratories that utilize one-pass air for specialized safety equipment, including chemical fume hoods and biological safety cabinets. Different skill sets are also needed to implement the agency's Strategic Sustainability Performance Plan, discussed previously, that is necessary for achieving federal energy conservation mandates and improved stewardship requirements.

1170 Realty – Three GS-14 positions are targeted with one maximum offer. The current positions have served mainly as project officers for existing and new leases. Given the OA's expanding role as the agency's sustainable facilities and leasing advisor, different technical skills are necessary, such as the ability to understand design and construction drawings, and to identify potential space planning issues and their impact on consolidation and sustainability mandates.

#### Requirements for New Programmatic Series and for Current Series Not Targeted

0819 Environmental Engineer - The OA currently does not have any positions in this series, but up to three new hires are necessary to help the EPA meet its federal conservation, energy reduction and sustainability mandates. The agency must also provide federal leadership on protecting human health and the environment, including efforts to improve national recycling, waste disposal, and water and air pollution.

0850 Electrical Engineer – The OA currently does not have any positions in this series, but up to three new hires are necessary to meet sustainable real property operational requirements. Electrical systems within the agency's real estate portfolio, including new nationwide lease acquisitions and within many of the agency's 30 leased and owned laboratories, must be evaluated and modified to reduce utility costs and improve overall performance and sustainability.

1103 Industrial Property Management – The OA currently does not have any positions in this series, but as the agency's national personal property manager, up to three skilled new hires are needed to help control and account for the approximately \$400M of federal and contractor-held property. These

individuals must have knowledge of business and industrial practices, procedures and systems for the management of property, as well as for the administration of contract provisions relating to the control of government property in the possession of contractors, from acquisition to disposition. Recent audits from the EPA's Office of Inspector General have highlighted the necessity of getting these positions.

1176 Building Management – The OA does not have any positions in this series, but up to two are needed to help direct comprehensive building management and operations programs at headquarters regarding space redesign and consolidation, fire and security protection, and occupant safety and comfort. These building managers can also assist in the EPA's environmental performance and sustainability initiatives to improve operations of HVAC systems, as well as to achieve greater energy conservation in the agency's real property inventory.

0028 Environmental Protection Specialist – The OA does not have any positions in this series, but up to two positions are needed to help oversee nationwide compliance assessments and audits relating to the EPA's 34 location-based EMSs upon which the agency's overall environmental performance is based.

0804 Fire Protection Engineer – The OA has one individual in this series, but an additional employee is needed to help the EPA improve the fire safety of its facilities, better protect its employees, and to assist with building modifications resulting from required space consolidation activities. The OA oversees the agency's nationwide safety and health management systems and performs annual compliance audits and assessments of EPA facilities to identify and mitigate workplace vulnerabilities and risks. This additional engineer will also help evaluate new construction and build-out designs regarding materials and equipment, including fire-detection and extinguishing systems, and help ensure adherence to National Fire Protection Association codes, as well as to state, tribal and local requirements.

0810 Civil Engineer – The OA currently has one position in this series, but an additional position is needed to provide technical input and oversight of nationwide construction projects. The OA has many ongoing projects at any one time; the addition of another experienced civil engineer will permit a more efficient division of the projects geographically and enable the OA engineers to provide detailed review and input on design and construction documents throughout the project phases.

2130 Traffic Management – The OA currently has just one position in this series, but up to two additional positions are needed to direct and manage the EPA's nationwide vehicle fleet inventory, including the necessity of improving the environmental performance of all agency vehicles and to increase the acquisition of alternative fuel vehicles and the utilization of alternate fuel as mandated by several federal requirements.

Six current series are not targeted for VERA/VSIP because their skill sets are necessary in the new organization or they have a small number of needed programmatic positions. These series include: 2210 Information Technology Management (six positions), 0804 Fire Protection Engineering (one position), 0810 Civil Engineering (one position), 0690 Industrial Hygiene (two positions), 2130 Traffic Management (one position), and 0399 Administration and Office Support Student Trainee (program analyst - one position).

- **Restructure, reorganize and reduce existing staff layers to improve organizational productivity while reducing the personnel ceiling from 113 to 102 thus meeting agency reductions in staffing and associated payroll costs, and reducing the number of supervisors and supervisory units from 15 to 10.**

Attachment 1 shows the current organization consisting of 113 personnel in the following 15 supervisory units: the Immediate Office, the Resources Management Staff, three operating divisions, eight branches and two sections. The reorganization in Attachment 2 shows a smaller staff of 102 personnel and only 10 supervisory units achieved by eliminating two branches, two sections and the Resources Management Staff. The positions and functions currently in the units to be eliminated will be distributed to other operating units except that five General Schedule supervisory positions will be eliminated.

To reduce excess staff layers in the organization, all current General Schedule supervisory positions are targeted. Attachment 3 shows the targeted positions by job series, grade levels and organization, including:

0018 Safety and Occupational Health Management - Two GS-15 positions are targeted with one maximum offer.

0080 Security Administration - Two GS-15 positions are targeted with one maximum offer.

0301 Miscellaneous Administration and Program – One GS-15 position is targeted with one maximum offer.

0340 Program Manager - Two GS-15 positions are targeted with one maximum offer.

0342 Support Services - Two GS-14 positions are targeted with two maximum offers.

0343 Management and Program Analysis - Three GS-15 positions are targeted with one maximum offer.

In summary, of the 12 targeted positions, 10 at the GS-15 level, and 2 at the GS-14 level. A maximum of 7 offers will be made, including at least 1 in each series, but both of the GS-14 positions in the 0342 series will be offered separation packages if applications are made because two supervisory sections will be eliminated. Depending upon the actual number of separations, some new staff recruitments and reassignments may be necessary. Eliminating five supervisory positions will allow a shift to more operational activities and delay the OA by one-third, resulting in a lower overall grade structure and significant savings in payroll costs. If not enough current supervisors separate, some positions may be converted to non-supervisory.

Targeting all 12 current General Schedule supervisory positions with 7 maximum offers is intended to help transform and manage a reshaped workforce. The OA plans to aggressively restructure its current organization and needs supervisory positions with different skill sets to most effectively implement and manage the change with the least amount of disruption to the existing staff. Skills are needed to supervise in a matrix organizational structure involving project-based teams that cross traditional stovepipe reporting relationships and should also include proficiency in virtual leadership, agility in project management, and adeptness in business processing to most effectively reshape and transform the existing workforce.

- **Reduce and rebalance the OA's current top-heavy GS-13 to GS-15 grade structure to create backfill opportunities for recruiting at generally lower grade and career ladder levels.**

VERA and VSIP will be used to reduce and rebalance the current top-heavy GS-13 and above grade structure. Currently, 73 percent (72 of 98 positions) of the OA's non-supervisory workforce is at the GS-13 and above levels. This proposal for staff separations aims predominately at these higher grades. Of the 82 targeted positions, including the 12 General Schedule supervisory positions, 89 percent (73 of 82) are at these higher levels. Excluding the 12 General Schedule supervisory positions mentioned above, 86 percent of the resulting targeted positions (60 of 70 positions) are at these levels. Consequently, the majority of separating employees will be within these higher grade levels. With the reduction of staff from 113 to 102 and, depending upon the number of actual separations to permit a modest number of lower-graded replacement hires with generally lower career ladder ceilings, significant cost savings will be achieved. The sizeable reduction of GS-13 and above staff will rebalance the OA to a lower overall grade distribution that will be more financially sustainable. Higher-level and more complex work will be concentrated among fewer high-grade employees and many staff members will be reassigned to different organizational units with different responsibilities. All of these changes will improve the OA's overall organizational performance and accountability on behalf of the agency and enable more comprehensive position management and succession planning.

#### **IV. Budget Neutrality**

This request for VERA and VSIP authority, if approved, will be conducted so that no funds or resources other than those appropriated for use in FY 14 will be used or required.

As mandated by the Office of Management and Budget (OMB) for early-out/buy-out requests, the OA's request certifies that the early-out/buy-out will be budget neutral. That is, the early-out/buy-out authority will not result in any increased costs above current or future fiscal year appropriations to pay for costs incurred for buy-out cash payments, annual leave cash payouts, or any other costs, including those associated with backfilling the resulting vacancies.

The following tables detail calculations showing how the OA has assured budget neutrality by implementing a date of April 4, 2014, by which all VERA/VSIP applicants must be separated. Table A shows that the direct maximum cost associated with VERA and VSIP is \$2,221,578.

## Direct Costs

<b>Table A - Direct Costs for VERA/VSIP</b>		
<b>Targeted Employees (See details in Attachment 4)</b>		
45 Targeted Positions for VSIP x \$25,000		\$1,125,000.00
45 Targeted Positions for VERA, Optional Retirement or Resignation (\$60.92* per hr. x 400) 45		\$1,096,578.00
<b>Total Maximum Direct Cost</b>		<b>\$2,221,578.00</b>
<i>*Payroll estimated on a GS 13 Step 5 in Washington, DC</i>		

Table B illustrates how OA will maintain budget neutrality with anticipated savings of \$639,050 for FY 14.

<b>Table B - VERA/VSIP Savings</b>		
<b>Targeted Employees (See details in Attachment 4)</b>		
FY 14 Estimated Payroll* for Targeted Positions (45)		<b>\$5,721,256.80</b>
FY 14 Estimated Payroll for Targeted Positions through March 30, 2014** (45)		\$2,860,628.40
Maximum Direct Cost of OA VERA/VSIP		\$2,221,578.00
<b>Anticipated Savings</b>		<b>\$639,050.40</b>
<i>*Payroll estimated on a GS 13 Step 5 in Washington, DC</i>		
<i>**All VERA/VSIP Applicants must be seperated by April 4, 2014</i>		

If the organization is under a continuing resolution (CR), the OA will comply with all applicable funding restrictions to pay for VSIP and annual leave payouts, if the VSIP is approved. If necessary, rehiring plans may be adjusted to ensure expenditure of only those resources allocated for use in FY 14.

Table C shows projected savings of \$639,050 for FY 14, \$2,708,255 for FY 15, and \$2,412,552 for FY 16. This cumulative \$5,759,857 anticipated savings is based on a maximum number of 45 offers and hiring a maximum of 34 generally lower-graded positions to reshape the organization and to reach the new organization target of 102 staff. These savings are significant even when assuming that 17 of the projected new hires will be at the GS-13 level, which is unlikely. The actual number of new hires will be directly affected by the number of VERA/VSIP's accepted.

<b>Table C - Projected Savings for FY 14 through FY 16</b>			
	<b>Estimated FY 14 Savings</b>	<b>Estimated FY 15 Savings</b>	<b>Estimated FY 16 Savings</b>
A. Payroll Cost for 45 VERA/VSIP Positions*	\$5,721,256.80	\$0.00	\$0.00
A. VSIP Cost (45 Offers)	\$1,125,000.00	\$0.00	\$0.00
B. Leave Payout (45 Offers)	\$1,096,578.00	\$0.00	\$0.00
C. Anticipated Payroll Savings from VERA/VSIP**	\$639,050.40	\$5,721,256.80	\$5,721,256.80
D. Payroll for 34 New Hires***	\$0.00	\$3,013,001.46	\$3,308,704.56
<b>Anticipated Savings</b>	<b>\$639,050.40</b>	<b>\$2,708,255.34</b>	<b>\$2,412,552.24</b>
*Payroll estimated on a GS 13 Step 5 in Washington, DC			
**All VERA/VSIP Applicants must be seperated by April 4, 2014			
***The 34 New Hires are made up of 17 GS 9 and 17 GS 13			

## Indirect Costs

The indirect costs are difficult to gauge because most are specific to the employee. Indirect costs, such as security clearances for new hires will be based on the position and employee; if the employee already has a clearance, the cost can be avoided or reduced if a reinvestigation is needed. Similarly, transit subsidy and parking are indirect costs that are also employee specific and can only be determined after the employee has been recruited and selected. Overall, indirect costs associated with the larger number of departing employees will exceed any indirect costs of a smaller number of new hires.

## **V. Performance Measures to Assess Use of the VERA and VSIP Authority**

The following performance measures will be used to assess the effectiveness of VERA and VSIP:

- The number of vacancies created by departures that lead to new position hires with the requisite advanced technological skills required of the organization by January 1, 2015.
- The reduction in personnel costs to allow the organization to meet fiscal year 2014 payroll within lower budget constraints.
- The ability to reach lower FTE ceilings by September 30, 2014.
- The successful implementation of the reorganization.

## **VI. Voluntary Early Retirement Authority (VERA)**

### **1. The reason for the VERA request.**

This VERA request is intended to allow the OA to:

- Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.
- Reshape the current workforce to correct significant competency gaps by creating a limited number of vacancies which allows the organization to recruit new staff with critical knowledge, skills and abilities in some current and some new job classification series to create a higher-performing organization.
- Restructure, reorganize and reduce existing staff layers to improve organizational productivity while reducing the personnel ceiling from 113 to 102 to meet agency reductions in staffing and associated payroll costs, and to reduce the number of supervisors and supervisory units from 15 to 10.
- Reduce and rebalance the OA's current top-heavy GS-13 to GS-15 grade structure to create backfill opportunities for recruiting at generally lower grade and career ladder levels.

The OA's programmatic responsibilities have evolved and expanded significantly over the past few years in response to a significant number of new and revised federal statutes, directives and executive orders. Additionally, the OA needs to leverage and optimize new and improved technological advancements to address the challenges and complexities of the federal government in the 21<sup>st</sup> Century. These requirements, together with agency budgetary reductions, are necessitating the organization to restructure to enable better focusing on agency priorities and to become more efficient and effective. The loss of significant extramural funding has impeded the OA's ability to obtain contractor expertise and placed a greater emphasis on federal staff having the requisite technological skills, such as using computer-aided design and drafting software. The current workforce demographics reflect an imbalance in necessary competencies and capabilities, as well as an imbalance in the overall grade structure which is too highly skewed at the GS-13 and above levels. Reduced agency payroll and FTE ceilings have also prevented the OA from being able to recruit additional staff in needed programmatic job series.

The OA's current low attrition rate and projected future departures are not sufficient to free up a sufficient number of vacancies. The use of VERA authority in coordination with VSIP incentive payments will encourage separations and retirements from its current 113 staffing number and provide the OA with much greater flexibility to properly implement the necessary restructuring, right-sizing, rebalancing and reshaping so that it can function with greater productivity and effectiveness in meeting all necessary agency requirements. Significant multi-year payroll and associated cost savings are projected from the departure of generally 45 high-grade employees (72 of the targeted 82 positions are at the GS-13 and above level) and the recruitment of a smaller number of staff in much needed programmatic job classification series to fill positions up to the FY 15 lower staffing level of 102. The organization has 24 employees who are eligible for VERA of which 21 (88 percent) are at the GS-13

and above levels. Hence, the use of VERA authority to create voluntary separations will help the OA restructure the grade level of its workforce through voluntary retirements and permit the hiring of a limited number of new employees at lower grade levels and mostly in lower career ladder ceilings, whose skills are more aligned with current and future programmatic requirements.

**2. The time period for which VERA is requested.**

The time period is from the date of approval through April 30, 2014; however, all employees will be expected to separate by April 4, 2014.

**3. The date when the substantial layering, reorganization, reduction in force, transfer of function, or other workforce restructuring or reshaping upon which this request is based is scheduled to occur. (Note: The date provided should not be earlier than the ending date provided in number 2 above.)**

The date is May 1, 2014.

**4. The total number of permanent employees in the organization. (Note: If you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide the number of permanent employees for the entire organization.)**

The number is 113.

**5. The total number of permanent employees who are expected to be involuntarily separated, transferred, reassigned, reclassified, downgraded, and/or appointed as a result of number 3 above. (Note: If you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide the number of permanent employees for the entire organization.)**

We expect to process at least 130 personnel actions to achieve the reorganization, including staff voluntary separations, reassignments, details, reclassifications and recruitments.

**6. The total number of permanent employees in the organization who are eligible for voluntary early retirement (Note: If you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide the number of permanent employees for the entire organization. Also, for this purpose, you should exclude all employees who are eligible for optional retirement.)**

The number is 24.

**7. The total number of permanent employees in the organization who are expected to take early retirement. (Note: If you are requesting VERA for only a part of your organization, provide the data for that portion of the organization only. Do not provide the number of permanent employees for the entire organization.)**

The number is 15.



**8. A description of the types of personnel actions you expect to take as a result of the actions described in number 3.**

The types of personnel actions include:

- Directed reassignments
- Competitive details
- Voluntary separations and retirements
- Abolishment of some positions
- Reclassification and restructuring of some positions
- Internal and external competitive recruitments

**VII. Voluntary Separation Incentive Payment (VSIP)**

**1. The reason for the voluntary separation incentive payment (VSIP) request.**

- Realign organizational and personnel activities from general support services to essential programmatic functions required for meeting agency strategic goals, as well as new and expanded agency priorities and federal environmental and programmatic mandates.
- Reshape the current workforce to correct significant competency gaps by creating a limited number of vacancies which allows the organization to recruit new staff with critical knowledge, skills and abilities in some current and some new job classification series to create a higher-performing organization.
- Restructure, reorganize and reduce existing staff layers to improve organizational productivity while reducing the personnel ceiling from 113 to 102 to meet agency reductions in staffing and associated payroll costs, and to reduce the number of supervisors and supervisory units from 15 to 10.
- Reduce and rebalance the OA's current top-heavy GS-13 to GS-15 grade structure to create backfill opportunities for recruiting at generally lower grade and career ladder levels.

The OA's organizational structure, job classification diversity and competencies are ill-suited to meet many of the EPA's current, expanding and new requirements within its programmatic purview. Concurrently, the agency's declining budget appropriations and resulting fiscal restraints are requiring significant declines in traditional contractor support and also necessitating a reduced personnel ceiling and lower grade levels to achieve payroll savings. Some of the positions targeted for VERA/VSIP are for functions that are no longer required, and others are intended to address current skill competency gaps. The OA's low attrition is not adequate to allow recruitment of necessary personnel with requisite skills in the appropriate job classification series while also reducing its overall on-board number and payroll costs. The VERA/VSIP is the only appropriate strategy that will enable the OA to encourage retirements and separations that will enable it to downsize its personnel on-board number and realize payroll savings, while also creating limited opportunities to recruit new lower-graded staff in necessary programmatic job classification series.

**2. Identification of specific positions and functions to be reduced or eliminated identified by organizational unit, geographic location, occupational category, grade level, and any other factors related to the position, such as skills and knowledge.**

Attachment 3 shows for each occupational category the targeted grade levels and the maximum number of potential VSIP offers for employees in the EPA's headquarters locations (Washington, D.C. and Arlington, Va.)

**3. A description of the categories of employees who will be offered incentives.**

**Support Positions**

0301 Miscellaneous Administration and Program at the GS-15, -13 and -12 levels in Washington, D.C.  
0303 Miscellaneous Clerk and Assistant at the GS-08 level in Washington, D.C.  
0341 Administrative Officer at the GS-11 level in Washington, D.C.  
0342 Support Services at the GS-14, -13 and -12 levels in Washington, D.C. and Arlington, Va.  
0343 Management and Program Analysis at the GS-15, -14, and -13 levels in Washington, D.C.  
0350 Equipment Operator at the GS-04 level in Washington, D.C.  
0351 Printing Clerical at the GS-05 level in Washington, D.C.  
1654 Printing Services at the GS-14, -13, and -11 levels in Washington, D.C.

**Programmatic Positions**

0018 Safety and Occupational Health Management at the GS-14 and -13 levels in Washington, D.C.  
0080 Security Administration at the GS-14 and -13 levels in Washington, D.C. and Arlington, Va.  
0340 Program Manager at the GS-15 level in Washington, D.C.  
0808 Architect at the GS-14 level in Washington, D.C.  
0830 Mechanical Engineer at the GS-14 level in Washington, D.C.  
1170 Realty at the GS-14 level in Washington, D.C.

**Supervisory Positions**

0018 Safety and Occupational Health Management at the GS-15 level in Washington, D.C.  
0080 Security Administration at the GS-15 level in Washington, D.C.  
0301 Miscellaneous Administration and Program at the GS-15 level in Washington, D.C.  
0340 Program Manager at the GS-15 level in Washington, D.C.  
0342 Support Services at the GS-14 level in Washington, D.C.  
0343 Management and Program Analysis at the GS-15 level in Washington, D.C.

**4. The time period during which the agency will pay incentives.**

The time period requested to complete the VSIP program is from the date of approval through April 30, 2014. All employees who accept VSIP payments will be expected to depart by April 4, 2014.

**5. The number and maximum amounts of voluntary separation incentive payments to be offered.**

The Office has identified 82 targeted positions.  
The maximum number of VSIP to be offered is 45.  
The maximum amount that will be paid is \$25,000 each.  
The total maximum payment that will be paid is \$1.125M.

The separation incentive payment will be based upon the standard severance pay calculation. Therefore, the amount of the separation incentive (buyout) will be an amount equal to the lesser of the employee's calculated severance pay entitlement or \$25,000.

**6. A narrative description of how the organization will operate without the eliminated or restructured positions and functions.**

The VSIP will be offered throughout the OA and in consideration of the reorganized structure to balance staffing reductions by position and division and to minimize impact on national and headquarters programs. This will allow a more efficient transition to the new organization while enabling the reshaping of the grade level structure and reducing to the FY 15 staffing level. The separations achieved through VSIP will allow for recruitment of new skills needed to support essential mission requirements by backfilling positions at mostly lower-grade and career levels, up to the targeted 102 personnel ceiling. The net effect of these actions will result in a higher-performing organization without the current significant competency gaps, and that is better able to meet all its environmental and programmatic mandates with a smaller number of positions and at a lower payroll cost.

Following the VERA and VSIP separations, a significant number of experienced employees with adequate institutional knowledge will remain and be able to assume additional work in all of the necessary program areas. Low priority work that can be delayed will be postponed until adequate staffing is available. Upon approval of this proposal, the OA will immediately begin to plan for the new position recruitments by preparing the necessary paperwork. In some cases, the duties of the vacated positions will be reassigned to other employees with the qualifications to perform the work, and the OA will complete the necessary internal reassignments and temporary details. Remaining senior staff will be able to continue providing guidance so that the agency's critical work activities are maintained. Printing and photocopying services previously performed by some of the separated employees will be discontinued, and those employees who do not separate will be reassigned into administrative and support positions appropriate for their grade levels and skills. Agency stakeholders will be informed of the ongoing restructuring and provided information for continued services during the transition. The OA's senior managers will ensure that the highest priority work will continue with minimal disruption to its mission so that much of the reshaping will be transparent to most of the agency.

**7. A proposed organizational chart displaying the expected changes in the organizational structure after it has completed the incentive payments.**

The current organization chart shown in attachment 1 indicates that the OA has three primary operating divisions consisting of the Facilities Management and Services Division with three branches and two sections, the Security Management Division with three branches, and the Safety, Health and Environmental Management Division with two branches. It is centrally managed by the director's Immediate Office and it has a Resources Management Staff that coordinates budgeting and financial

expenditures, human resources and information technology. Attachment 2 shows the new organization without the 2 sections, the Resources Management Staff and with 2 fewer branches. The three new divisions will have a different alignment of programmatic functions then existing in the current organization, and will be better balanced with FTE staffing and have responsibility for at least one of the OA's major priorities.

**8. If the agency has requested, or will request, voluntary early retirement authority (VERA), a description of how that authority will be used in conjunction with VSIP.**

The OA needs to reduce its number of current on-board employees from 113 to reach the lower 102 staffing number by FY 15, while also rebalancing the workforce from the higher grade levels and the number of supervisors. In order to rebalance the workforce, it needs to be restructured by encouraging voluntary retirements and separations so that a limited number of lower-graded employees with different skill sets and some in new classification series can be recruited. The OA has 33 employees eligible for optional retirement who have continued to work years beyond their retirement eligibility which keeps the attrition rate very low. Without the 24 VERA- eligible employees in the potential departure group, a much smaller number of employees will separate, which will prevent the OA from achieving the necessary changes explained in this proposal.

Because these VERA employees will be retiring early, their annuities will be lower than if they remained on the workforce so VERA combined with VSIP provides even more of an incentive. Therefore, the combination of optional and early retirement eligible employees will result in the maximum number of departures, which is important to the OA to reduce overall payroll costs to a more financially sustainable grade-level mix and to reduce the overall staffing number to 102, while still permitting a limited number of recruitments. Because the number of new hires will be about two-thirds of the number of departures, up to the 102 personnel ceiling, getting the maximum separations will result in the largest number of new hires in the most needed job classification series. The VSIP can further increase the potential departure group by providing a separation incentive to employees who have more than three years of status and hence could elect to depart to pursue other career opportunities. Hence, the combination of VERA and VSIP provides the greatest likelihood of the OA achieving the necessary reshaping and restructuring of its workforce.

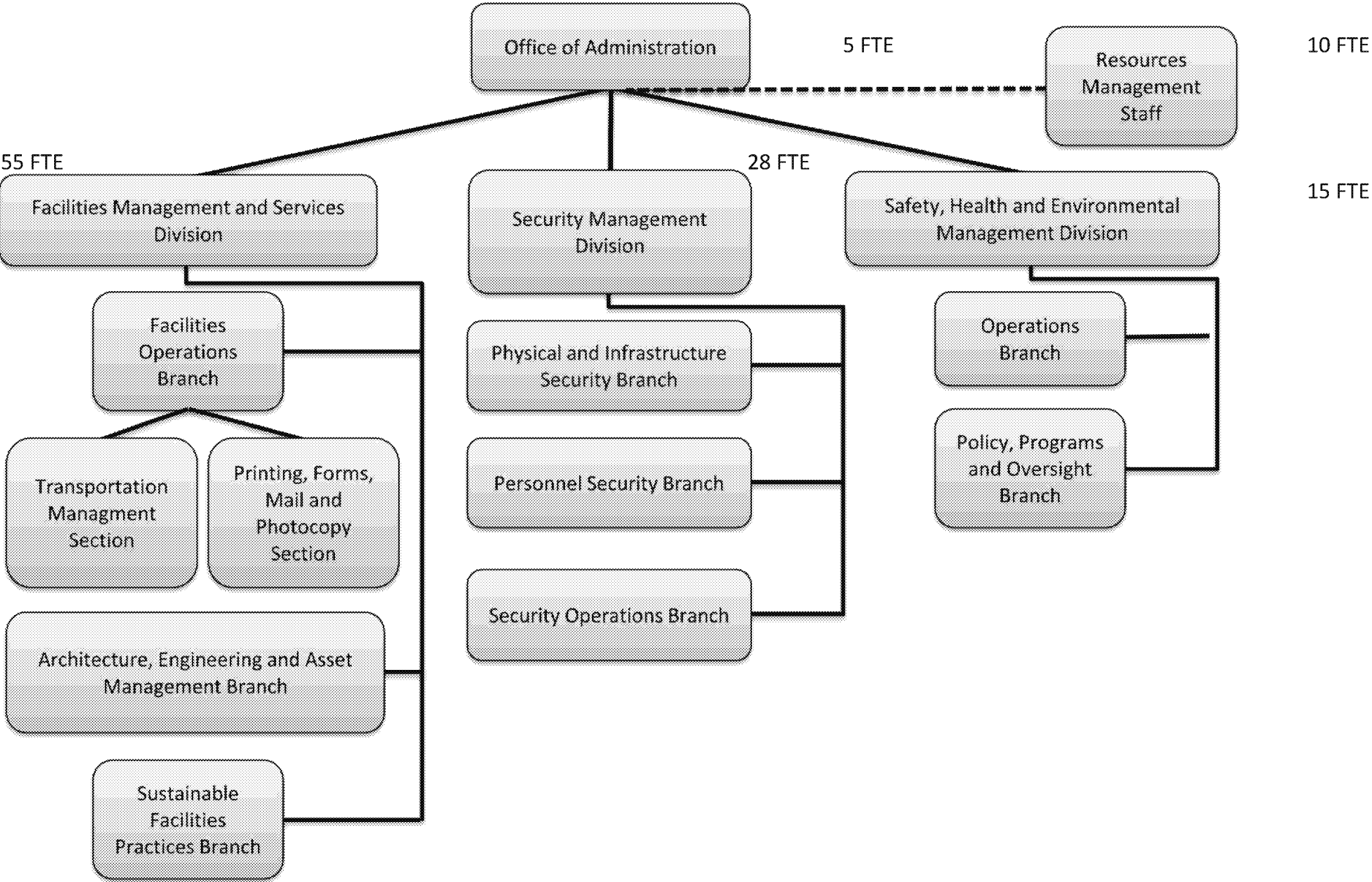
**9. If the agency is offering separation incentives under other statutory authority, a description of how that authority is being used.**

Not applicable

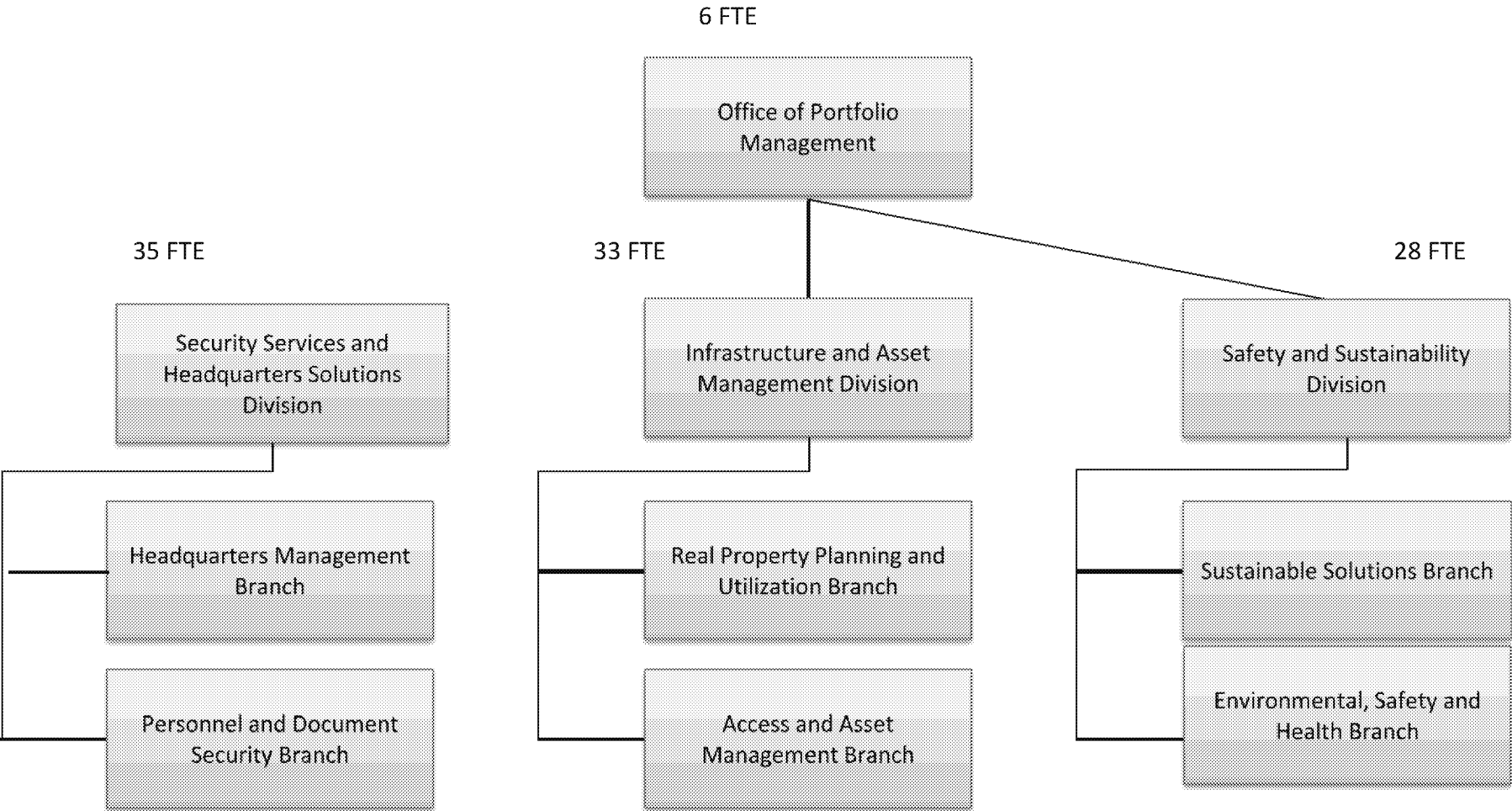
**Attachments:**

- 1 – Current Organization Chart**
- 2 – New Organization Chart**
- 3 – Targeted Positions and Maximum Offers by Series, Grade, Organization and Function (Support, Programmatic and Supervisory)**
- 4 – Summary of Targeted Positions by Eligibility**

Attachment 1: Current Organization Chart



Attachment 2: New Organization Chart



Attachment 3 – Targeted Positions and Maximum Offers by Series, Grade, Organization and Function  
(Support, Programmatic and Supervisory)

Key: The targeted organizations include: IO (Immediate Office), RMS (Resources Management Staff), FMSD (Facilities Management and Services Division), SHEMD (Safety, Health and Environmental Management Division), and SMD (Security Management Division). All positions are located in Washington, D.C. except for two positions in Arlington, Va., as noted (\*).

**Support**

Targeted Series	Targeted Grade	Targeted Organizations						Total # Targeted	Max Offers
		IO	RMS	FMSD	SHEMD	SMD			
0301	GS-15	0	0	1	0	0	1	2	
Miscellaneous Admin & Program	GS-13	1	0	0	0	0	1		
	GS-12	1	0	0	0	0	1		
Total Miscellaneous Admin & Program		2	0	1	0	0	3		
0303	GS-08	0	0	1	0	0	1	1	
Miscellaneous Clerk & Assistant									
Total Miscellaneous Clerk & Assistant		0	0	1	0	0	1	1	
0341	GS-11	0	1	1	0	0	2	2	
Administrative Officer									
Total Administrative Officer		0	1	1	0	0	2		
0342	GS-14	0	0	1	0	0	1	9	
Support Services	GS-13	0	0	7*	0	0	7		
	GS-12	0	0	1	0	0	1		
Total Support Services		0	0	9	0	0	9		
0343	GS-15	1	1	1	1	1	5	7	
Management & Program Analysis	GS-14	0	1	3	1	2	7		
	GS-13	0	1	5	1	3	10		
Total Management & Program Analysis		1	3	9	3	6	22		
0350	GS-04	0	0	4	0	0	4	4	
Equipment Operator									
Total Equipment Operator		0	0	4	0	0	4		
0351	GS-05	0	0	1	0	0	1	1	
Printing Clerical									
Total Printing Clerical		0	0	1	0	0	1		